



Patrick A. McNutt is a Visiting Fellow at the Manchester Business School. Based in Dublin, he lectures on economics, law and public choice to undergraduates, graduates and MBA executives both in Ireland and at universities abroad.

A business consultant, academic and author, he offers consultation on aspects relating to business strategy, competition, management training, mergers and antitrust and governance compliance. By applying game theory in his strategic reasoning on business strategy, he challenges the way his clients develop their businesses and assists them to adopt and adapt new paradigms and methodologies to achieve optimal results and outcomes.

His full profile can be viewed at www.patrickmcnutt.com. Follow him on @tuncnunc.

DECODING STRATEGY

PATTERNS AND PREDICTIONS

Second Edition

Humans are curious by nature—we like to observe people in action—and we not only like to play games, but also to win.

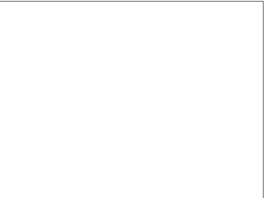
With its central focus on observing management behaviour to predict likely future actions, this book explores the various ways and means of predicting competitor reaction by examining the actions and reactions of competing firms.

The approach adopted in this book is based on the premise that individual behaviour follows a line of action and reaction, thus creating a predictable pattern that resembles a set of moves akin to a game of chess. This pattern is termed a critical time line.

Using real-time case studies of global companies in his book, **Patrick A. McNutt** demonstrates how the pattern embedded in each time line offers a window into the strategic behaviour of companies as competitors in a game. These patterns are an integral part of decoding strategy—and winning!



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In the cut-throat world of business, long-term strategy is continually changing. Upon close scrutiny, top business leaders and management can discern underlying patterns and trends in these strategic changes and moves. These patterns can be represented as Critical Time Lines or CTLs.

Critical time lines identify patterns in a sequence of action and reaction moves that would otherwise be invisible to management. Much like a game of chess, management use the moves to signal their type. In order to make sense of these patterns, the author posits that individual management has a signature type that competitor firms need to detect in order to predict the next move in a sequence.

In this new edition of his book previously published under the title *Game Embedded Strategy—Introducing Framework Tn=3 and GEMs for Business Strategy*, author and business strategy consultant **Patrick A. McNutt** argues that strategists should look more closely for patterns to isolate a strategy set from an evolving string of actions and reactions.