

Index

- Accuracy, 110, 111, 119
- Adaptive rationality, 21–22
- Agency, 193
- Articulation, 97–98
- Attentional diversity, 181
- Attentional engagement, 176
- Attentional perspective, 175
- Attentional selectivity, 176
- Attention focus, 175

- Bankruptcy, 187*n*8
- Behavioral strategy, 3
- Business analyst (BA), 160
- Business directors (BDs), 160

- Capability, 34
- Change management process, 78
- Chief Information Officer (CIO), 153
- Chief Operation Officer (COO), 153
- Claim, 82–83
- Coding guide, 84
- Cognitive frames, 62
- Cognitive process, 63
- Cognitive skills, 193–194
- Complex organizational environments, 192
- Crises
 - emergent, signals of, 196–197
 - prediction, 194–196
 - understanding of, 193

- Cross-functional decision-making, 38*n*1
- Customer acquisition costs, 39*n*2

- Decision-making, 2–3, 19–20, 23–24, 37, 108
- Decision rule, 140

- Environmental dynamism, 34
- Environmental observation/scanning, 200–201
- Environmental uncertainty, 103, 105, 106, 107

- Forecasting, 102
- Framing contests, 38

- Health Service Executive (HSE), 80, 81, 88
- Heuristics, 9, 19, 20–21
 - individual, 140
 - See also* Organizational heuristics
- Holistic associations, 152
- Holistic perspective, 24
- Hot cognition, 22–23
- Human Resource Management (HRM), 39, 47–50

- Information evaluation rules, 136, 140
- Information gathering rules, 136, 140

- Institutional entrepreneurship, 193
- Institutional theory, 192
- Interconnectedness, 95, 97
- Interpretation, 52
- Intuition, 148, 149, 150–152, 160–166
- Irish Pharmaceutical Union (IPU), 81, 88
- Judgments, 166
- Knowledge, 197–199
- Knowledge calibration, 104, 109–112
- Knowledge structures, 203, 204–205
- Leadership, 193, 207
- Longitudinal study, 149
- Managerial and organizational cognition, 17
- Managerial cognition, 35
- Meaning giving and sense creation, 95
- Mental models, 8, 12, 13, 23, 199–200, 203–204
- Naturalistic decision-making, 150
- Neuroscience, 10, 12, 22
- New product development (NPD), 39, 40, 43–46, 46–47, 50
 - capability building blocks, 41–42
- New project ideas
 - consultation, 156
 - generation of, 155
- NVIVO, 63
- Organizational attention, 173–174
- Organizational capabilities, 35–38
- Organizational change, 78, 193
- Organizational decision-making, 148, 149
- Organizational framing contests
 - data analysis, 40–42, 50
- Organizational heuristics, 141
 - origin of, 142–143
 - rule pattern as, 138–142
 - understanding of, 138
- Organizational performance, 173, 177–182
- Organizational reality, 79
- Organizational relationships,
 - linear hierarchical view of, 79
- Organizational system, 203
- Organizational theory, 78
- Organizations
 - changing nature of, 18
 - power and information flows, 18–19
- Ownership of information, 68–70
- Perceptions, 102
- Perceptual accuracy and performance, 105–108
- Perceptual errors, 102, 104, 106, 107, 109
- Performance feedback, 178
- Prediction uncertainty, 115
- Prioritization, 153–156
- Public sector leadership, 193, 196, 197, 198
- Reasoning, 2, 10
- Recursive dialogue, 63–64, 73–74
- Resource dependency, 113
- Response uncertainty, 4
- Risk, 5, 7
- Rule pattern, 128, 133–135

- Sales Force Automation (SFA), 58
- Scanning, 103, 108–109
- Schema, 36–38, 40, 50–52, 62, 63, 66
- Schematic knowledge, 203
- Sense creation, 95
- Sensegiving, 79–80
- Sensemaking, 3, 5, 18, 19, 24, 79–80
 - change detection, 196
- Simple rules, 128, 132–133
- Social aspiration levels, 173
- Social cognitive neuroscience, 148
- Social media, 24–25
- Social performance feedback, 178
- State uncertainty, 4
- Strategic change processes, 60–63
- Strategic decision-making, 128
 - uncertainty, 129–131
- Strategic importance and accuracy, 119
- Strategic renewal, 34–37, 42–44
- Strategy making and strategic management, 148
- Strategy process, 42
- Structuration and framing theories, 60
- Structuration theory, 69, 73
- Top managers, key role of, 102
- Uncertainty
 - in action-outcome relationships, 42
 - agenda for, 17–26
 - dimensions of, 106
 - internal environment, 44
 - measurement, 105
 - organizational action, 38
 - perceptions of, 7
 - planning, 14–16
 - strategic action, 60
 - strategic change, 79
 - strategic decision-making, 2–3, 129–131
 - teams and across larger collectives, 11–14
 - types of, 3–11