

LEARNING FROM THE NBA FOR THE FUTURE OF STRATEGY: STRATEGIC AGILITY AND STRATEGIC DECISIONS

*Mehmet ERTEM (Orcid ID: 0000-0001-9350-4379)

**Mehmet Fatih KANOGLU (Orcid ID: 0000-0001-6551-7332)

*Yozgat Bozok University

**Candidate - Duzce University

ABSTRACT

Our main question in this study is, what can we learn from the NBA for the future of Strategy, in terms of strategic agility and strategy? We used "Qualitative Case Study" research design which mostly is based on Husserl's Phenomenology, to answer this question. Additionally, we introduced the "Firm-Basketball Team Analogy" to draw insightful lessons from the NBA, for practitioners and scholars of strategy. Then, we drew lessons from the NBA by examining three different cases of three different NBA stars and teams. Those lessons revealed connections between certain concepts of Strategy and Strategic Agility, such as strategic decision-making, leadership unity, resource fluidity.

Keywords: Strategic Agility, Strategic Decisions, NBA, Qualitative Research, Case Study Method

INTRODUCTION

In terms of strategic management literature, one of the most fundamental debates is whether strategy is something that can be planned, or something that cannot be planned which occurs spontaneously in the process and can only be observed after it has happened (Ansoff, 1957; Mintzberg H. , 1979; Barca, 2005). This debate seems to have been resolved, with the contributions of Mintzberg and some other scholars strategy (Mintzberg H. , 1987; Mintzberg H. , 1979; McCarthy & Markides, 2000; D'aveni & Gunther, 1994; Moussetis, 2011; Porter, 1998), by transforming the concept of strategy being a kind of "either-or" problem into a "both-and" one. In other words, it's both a plan and, an emergent set of thoughts and actions which occurs spontaneously within your managerial decision processes. However, the Zeitgeist of our time seems to undermine the planning side. The change, which changes its own qualities, as if it proves that it is not the only thing that does not change anymore, becomes so fast and deep-rooted (Rinne, 2021; D'aveni & Dagnino, 2010; Christensen, 1997) that there is almost no other notable and/or accountable concept in the external environment of organizations other than the change itself. The natural result of this is quite dramatic. Today, for business firms 10-year, 5-year, annual or even 6-month plans may turn into just worthless pieces of paper due to a significant technological or socioeconomic change that rises within a few weeks.

On the other hand, the main driving forces of change in the external environment are science and technology. Thanks to AI, big data, and robotic technologies, it can be observed that many business activities that are functional for business firms are largely carried out by machines today. According to some futuristic projections, the number of these activities will drastically increase in the future (Rinne, 2021; Kılınç & Ünal, 2020; Morse, 2020; Kaku, 2018). In other words, it is foreseen that the plans, whether strategic or not, will be made and implemented entirely by AIs and the machines they control. From the standpoint of strategic management, the outcome of this situation is that your predictions and the plans you make on these predictions will not serve you long enough to gain a competitive advantage. Because every single one of the companies which acquire the same technology will be able to make similar predictions and plans and will directly catch up to you in the race.

Our concern here is the direction that strategic management area moves toward. As mentioned before, by means of AI, quantum processors, and increasingly sophisticated robotics technology, it can be predicted that businesses will become more mechanized (technology driven) in the future than Taylor ever imagined (Morse, 2020; Rinne, 2021; Fountaine, McCarthy, & Saleh, 2019; Bova, Goldfarb, & Melko, 2021). In such a black and white photograph, qualities that will add color to the frame will be creativity and emotions. This means, we are going step by step to a future where those who are not creative and

innovative -maybe not disappear but- will always have to accept being left behind in the competition because of not being able to keep up with the change.

At this point, the concept of “Strategic Agility” comes in. Strategic agility refers to a firm’s ability to evolve and adapt to rapid and disruptive changes occurring in a turbulent, hyper-competitive (D’aveni & Gunther, 1994) environment. Firms that are agile enough to keep up with the emerging trends and technological changes in the markets will have a much higher possibility to survive in the future. Because, an agile company is more flexible and ready to modify its very basic qualities like business processes, structures and even philosophy for adapting itself to disruptive and sometimes even destructive changes in the market (Doz & Kosonen, 2010; Weber & Tarba, 2014; Vecchiato, 2015). Doz and Kosonen (2008) claim that strategic agility is sort of a remedy for strategic commitment’s negative effects like inertia or myopia (Doz & Kosonen, 2008). According to them, strategic agility (SA) is based on three important meta-capabilities as follows (Brannen & Doz, 2012; Doz & Kosonen, 2008, p. 96-97):

- Strategic Sensitivity
- Leadership Unity
- Resource Fluidity

Strategic sensitivity refers to firm’s keenness of perception in the face of the changing trends and circumstances in its competitive environment. Sensitivity in strategic context is a matter of awareness of quality and direction of the change in the outside world. Next in order, Leadership Unity means the unity and harmony in the top managerial team. These qualities in a top managerial team means making quick and accurate strategic decisions and staying away from conflicts as ignoring problems stemming from the personal factors like personal agenda differences or private disputes. The concept of resource fluidity points out the ability of swiftly reallocating firm’s resources of any kind, including financial entities and human resources for the purpose of developing new business systems and processes. For a firm to become more agile and to create value in a constantly changing strategic context requires a certain mix of all those three dynamics of agility (Doz & Kosonen, 2008; Vecchiato, 2015).

We think that keywords of this study are “agility, creativity and team” so far. If this is the case, the National Basketball Association (NBA), can be considered as a resourceful learning environment for today’s strategic management studies. Because the NBA is an important competitive ecosystem with its wild and continuously changing environment. This structure consists of competitive teams chasing scores, wins, and championships and attributes importance to creativity and individual talent. In the NBA league, teams are in a desperate need of keeping up with their rivals and thus, they constantly adjust themselves to adapt. Furthermore, basketball players of the NBA must compete even with their teammates, for improving their personal statistics, along with the players from other teams in this unique competitive environment. Consequently, the NBA can usefully serve as an insightful laboratory for the strategic management studies and practices focusing on strategic agility. Therefore, in the following sections, we will look at the NBA teams and certain NBA stars to learn from them for the future of strategic management.

METHODOLOGY

In this study, following the main research question, we used the case study qualitative research design (Vagle, 2018). In this direction, the data were analyzed and interpreted qualitatively within the framework of the case study method (Dul & Hak, 2008; Hancock & Algozzine, 2006; Yin, 2018). Dul and Hak (2008) define the case study as a research method that is selecting one case or a small number of cases from the real-life context and qualitatively analyzing the data obtained from these cases (Dul & Hak, 2008). In this context, the cases in the study were chosen from among the events thought to be helpful in the process of finding an answer to the research question within the history of the NBA and, the information about the case studies was obtained through secondary literature review. Afterward, a "business-basketball team" analogy was created to draw inferences for strategic management from these cases coming from a different context such as basketball. To build a sound and functional analogy, we tried to clarify the boundaries of the analogy by creating a relatively detailed primary conceptual map and a less detailed secondary conceptual map. In line with the explanations so far, it can be said that this research study is philosophically based on "Interpretive Phenomenology" (Smith, Flowers, & Larkin, 2009; Moustakas, 1994). Thus, it is assumed that there is an observable reality in the outside world that is

independent of researchers and actors of the observed phenomena, and we try to make sense of this reality, as researchers. In other words, we initially tried to understand the NBA reality, and then we attempted to interpret this reality in terms of strategy.

Business Firm – Basketball Team Analogy

While trying to answer the question of “What can we learn about strategic management from NBA teams?”, we will need a subtly constructed conceptual map. The reason for this is to establish an "NBA team-Business" analogy and to present the NBA as a conceptual metaphor (Morgan, 2006), to make inferences that will be useful for the strategists in companies. Technically, conceptual metaphors work by making use of a “Conceptual Field B” to understand a “Conceptual Field A” by creating an analogy between the two (Grady, Oakley, & Coulson, 1999). On the other hand, a conceptual map is a table that demonstrates which concept or actor in the B conceptual field coincides with which concept or actor in the A field (Lakoff & Johnson, 1980; Mccourt, 1997; Fauconnier, 1997). In this context, the conceptual map we prepared for our research is presented in Table 1.

Table 1: Conceptual Map-1

<i>Subject of Comparison</i>	Field A: Business	Field B: Basketball
Inside Out Movement Circles	International Economy/Local Economy/Business World	Sports World/Basketball World/the NBA
Senior Executive Level	Chairman of the Board, Executive Officer/CEO, Manager	Team Owner, Sporting Director, Coach, and Assistant Coaches
Middle and upper Managerial Levels	Functional Unit Managers, Foremen	Team Leaders/Captains/Stars
Non-Managers	Employees	Players
Success Criteria	Profitability, Sales Figures, Shares	Winning The Championship, League Ranking
Output	Product/Service	Score, Watching Pleasure
Input	Raw Material, Semi-finished, Energy, etc.	The work and effort of the players and the technical team
Main Field of Activity	Production, Service Delivery	Playing Basketball
Aim(s)	Sustaining its Existence, Outdoing Competitors	Sustaining its Existence, Outdoing Competitors
Strategic Decisions <i>(Decisions to Achieve and Maintain a Long-Term Competitive Advantage)</i>	Strategic decisions: Decisions about Marketing, HRM, Production	Decisions regarding the league marathon (the drafts, franchises, trades, etc.) and the main game strategy that the team will play throughout the season.
Tactical Decisions <i>(Short-term, business-related decisions with less significant consequences.)</i>	Decisions about production, marketing, HRM, made daily, at lower levels.	Tactics and substitutions of the team within each game.

The interpretations and inferences we made from the cases were visible at two different levels. The first level can be observed in “Conceptual Map 1”. It works as making inferences and recommendations for upper-middle and top-level managers for their actions and decisions in their organizations, from the experiences of NBA stars who are their counterparts on the first conceptual map. The second level reveals itself as trying to make inferences from these cases that may be useful for general business strategies, by putting the star players in the place of the company itself or its strategists, based on the smaller conceptual map which takes place in Table 2 below.

Table 2: Conceptual Map-2

<i>Field A: Business</i>	<i>Field B: NBA Team</i>
The Entire Business Top Managers Middle Level Managers	Star Basketball Players

In terms of this method which we perform at more than one level, our main perspective relies on Husserl's phenomenology (Vagle, 2018; Giorgi, 2012). Because, according to Husserl who sees the realm of existence as consisting of phenomena and noumena, what needs to be done is to reach the universal noumena by starting from phenomena (Wertz, et al., 2011). While doing this, it is necessary to try making sense of the external reality by stripping it from the particular and subjective experiences of those who experience it. What we have been trying to do in this study is almost the same. It is aiming to reach universal strategic management ideas from the particular personal experiences of the NBA stars who are the actors of our cases as trying to eliminate their subjective evaluations on the cases they experienced in a team sports context.

Discussion: What Can Business Strategists Learn from the Nba Teams and Stars?

In this section, first, the basic research question and the research design that emerged in accordance with this question will be examined. Then three different cases that will help our effort to answer the research question from the history of the NBA will be interpreted and conceptualized. At this point, we must mention that the NBA teams and the NBA organization itself are large and modern companies, and these companies are managed according to the management and strategic management approaches that are already dominant today. Thus, within these companies, many processes related to business management are already being performed by using high technology like AIs, as we mentioned in the introduction part of the study. Today, even the season predictions of the NBA are being made by betting companies using AI and these AI predictions can show very high hit rates. However, there have been some significant differences between the predictions and the actual results almost every year. For instance, the team Milwaukee Bucks were one of the NBA finalists and then the champion in 2020-2021 season. AI applications previously predicted that the Bucks would have one of the highest winning rates in the league and thus, it can be said that AI made an accurate prediction. On the contrary, Phoenix Suns were not even among the top ten finalists in the 2020-21 season predictions, but they became the other finalists in the same season. Also, Los Angeles Lakers, predicted as the second-best team in the league, were eliminated in the play-offs' first round. These kinds of results are undoubtedly rooted in various unpredictable variables such as unexpected injuries, tactics, technical skills, physical strength, personal game intelligence/creativity, personal mistakes, and team chemistry on the field. This unpredictability forces the teams and players to have technical and tactical skill sets that are creative, innovative, and adaptive. This is what makes basketball courts interesting to us as strategic management scholars.

Skyhook and Kareem Abdul-Jabbar: Redirecting the Resources for Agility

Kareem Abdul-Jabbar (then Ferdinand Lewis Alcindor) had a history of successes and records in both high school basketball and the NCAA before joining the NBA. While playing basketball in high school, the player was so dominant on the court that dunking was prohibited by the NCAA in the 1967-68 season, when he started his NCAA debut. This ban was perhaps the milestone that changed his life and gave him his famous shooting style, the "skyhook". Playing for the UCLA team in the NCAA, Abdul Jabbar completed his NCAA career by dominating the league with 3 championships, 88 wins in 90 games, an average of 26 points, and a successful shooting percentage of 63.9%. Abdul Jabbar's debut in the NBA took place in 1969. Despite other much higher bids, he signed with the Milwaukee Bucks and, together with his teammates, won the Milwaukee Bucks' first and only championship in the team's history, in the 1970-71 season. Here he continued to use and develop the hook shot style he acquired at the NCAA. Then he was transferred to the Los Angeles Lakers. Despite performing very well and having good statistics in his first four seasons with the LA Lakers, the team couldn't win the championship. Later, with

the arrival of Magic Johnson and some other players, the team turned into "The Show Time Lakers" and Abdul Jabbar and Lakers won the championship five times in a row. Abdul-Jabbar played in the NBA between 1969-1989 (www.basketball-reference.com, www.basketball-reference.com, 2021) and brought his team a total of 6 NBA championships in his career. In this period, he was selected as the most valuable player (MVP) of the league 6 times (www.nba.com, 2021). During his career, which he continued until the age of 42, he broke the record for the highest scorer in the NBA by scoring 38,387 points (www.nba.com, 2021).

Kareem Abdul-Jabbar achieved many great successes throughout his career, and he broke records in NBA history. The player, with both his tall stature (7'15 ft) and his unique hook shot style, made his team gain a significant competitive advantage against their opponents. The peculiarity of the hook shot is that it is very hard to block by the opponent. A hook shot is a shot made by the player standing sideways to the basket and sending the ball to the basket with one hand. You put your own body between yourself, and the opponent and ball move towards the basket in a convex motion. Thus, it is almost impossible for the opponent to block the shot (Prada, 2020). The hook shot, especially Abdul-Jabbar's Skyhook, is described by many relevant authorities (like players, former players, coaches, and commentators) as the most effective weapon a player, and therefore a team, can have in the entire NBA history.

The thing that draws attention the most about Kareem Abdul Jabbar and his skyhooks is the fact that despite the player being quite capable of scoring right under the net with his physical measures and talent, he decided to score in an unusual way: from distances that can be considered far away from the net. In other words, he finishes the positions that can be scored with dunks, with a skyhook and his opponents almost never have a chance to block him. This behavior of Kareem can be considered under the title of "Resource Fluidity" in terms of strategic agility. In his NCAA times after the league's rule that was banning dunks (Watson, 2021), he chose to redirect his technical and physical capabilities (resources) to develop a new way of producing score for adapting to this drastic change in the game. In other words, he made a strategic decision to reallocate his resources to adjust and modify his playing style to face the change of rules.

More importantly, later his new way of shooting transformed from a matter of strategic agility to a strategic asset for his team's strategic plans in the league. As Doz (2020) recently stated that agility and strategy can be considered as contradicting and incompatible concepts. Because agility is considered more related to quickness and speed of a firm's adaptation to (mostly) the changes that occur within a short period and that are visible in short-term activities, but strategy is known more about long-term plans and commitment to certain directions, courses of action (Doz Y. , 2020). In Kareem's case, his action of agility turns into his team's strategic agility and then it became their strategy that makes them gain sustainable competitive advantage against their rivals. Thus, his example indicates that strategic agility of a top manager can become his firm's agility and it can later become its strategy, or this adaptation ability can produce long-term competitive advantage for the firm.

On the other hand, Kareem's case carries another important lesson for firms and their strategic management practices. Is it always necessary to dunk just because you can dunk and, you can do it so well as Kareem? What would be the answer of an AI to this question? Of course, an AI would look at the existing statistics, and if the productivity and efficiency in the situations where you used dunks to score were above the specified limits, it would not suggest any other method. The answer of humans to this situation would certainly be yes too until they watched Kareem Abdul-Jabbar playing. However, after the rule banning him from using his strong dunks, Kareem made us realize that the answer to this question may not always be yes. He has developed a scoring method that is safe enough to stay away from chest-to-chest defenses and effective enough to shoot with high percentages. For companies and their strategies, this means that coming chest-to-chest with your competitors (just as a cost or price competition or one-on-one competition within the same product line or market) may not be the best decision, even if you can afford it and even if its strongly possible that you will win. Because engaging in such close combat means that your opponents can come closer than the safe distance to you, and you can easily get harmed too. Even if you are bigger or stronger than your enemy you can still experience significant losses. Just as the Turkish proverb says: "Little (one) loses little, big (one) loses big (in a fight)".

Fade away and Kobe Bryant: Strategic Choice of Gaining Agility

Kobe Bryant (R.I.P.) was shown by Michael Jordan as the only person who could be his successor. There is no doubt that throughout his career, Kobe has proved he is worthy of this honor. The player played in the NBA between 1996 and 2015 and he broke many records. Despite not being too tall, his shots were hardly blocked (Singh, 2021) because of his signature "fade away" shots (www.sportslingo.com, 2021), which can be described as shooting while jumping backward. In addition to his exceptional basketball skills and scoring capability, he has established a great competitive advantage over his opponents with his leader personality and stubborn attitude that cause never accepting to lose and never giving up the fight, in the league and helped his team have many successes. In his 20 years NBA career, Kobe Bryant has also achieved many individual successes such as 5 NBA championships for his team. During his career, he became the league's top scorer twice and, made the fourth highest scorer in the entire NBA history (www.nba.com, 2021).

From the perspective of strategic agility, his case implies the capability of "Leadership Unity" (Doz & Kosonen, 2008; Brannen & Doz, 2012). Kobe Bryant, as a born leader was playing together with Shaquille O'Neal who is another born leader. Presence of two born leaders in the same team stirred a serious - and well-known - tension up between Kobe and Shaq (Buerge, 2020). This tension was damaging the harmony in the team. Thus, it was almost impossible to obtain and sustain a good team chemistry and of course "Leadership Unity" of strategic agility. This situation put the Lakers management in the middle of a strategic decision situation. To obtain a good team chemistry and united leadership in the game, they had to send one of these stars away and keep the other one in the team.

We think that this case is a good example of difficult strategic decisions for organizations. Because usually decision situations are much easier in the strategic context. Firms generally choose between a losing option and a winning one. In this case the Lakers had to choose between two winning options and they both are very important strategic asset for the team: NBA's toughest and most scorer center player, Shaquille O'Neal and almost designated successor of Michael Jordan, Kobe Bryant. However, they were blocking each other and the team. This decision situation can be considered as giving up on a very valuable strategic asset (Shaq) to gain and sustain strategic agility through obtaining leadership unity (as keeping Kobe). The choice of the Lakers paid well off and they won two more championships after making it. We construe this situation as an important strategic decision aiming to gain competitive advantage through strategic agility at the cost of losing an extraordinary strategic asset.

James Harden: Being Agile without Being Fast

The first signature move of James Harden is "Euro step". Euro step is stepping toward opposite sides while driving into the opponent's defense with a lay-up. Through these opposite-sided steps, the player confuses his opponents and finds a space to shoot. James Harden joined the NBA in 2009 and from that time on, utilizing his proficiency in Euro-step moves, he developed full control on his steps and developed a strong ability to perform perfect "Step-back shoots" and became an unstoppable basketball player. He played with the scoring averages of 30.4, 36.1, and 34.3 points in the seasons of 2017-2018, 2018-2019, and 2019-2020. Thus, he became the top scorer in the league in these three years in a row. During the past 12 seasons, he achieved many successes such as being the 4th highest scorer alive in the NBA history, being chosen for the NBA All-Stars 8 times in a row and becoming MVP of the league 5 times in a row (www.basketball-reference.com, 2021). Step-back shoots that are very hard to defend, made him the highest free throw scorer in the last six years of the NBA.

In basketball when your team is attacking, the game flows forwards, toward the opponent's zone. Everybody's mindset is fixed to move/run towards the opponent's side. It's the opposite while defending. The mind of the defending player flows backward. He/she expects his/her opponent to make a move forward to his/her team's zone. We think the success of Harden's step-back shoots is quite related to these attacking and defending sets of minds. Because in each case, a player defending Harden expects a move forward from him, like a step, a pass, or shoot toward his backboard. Then, suddenly Harden makes a move backward as stepping back and his opponent becomes confused and before the defender recovers and gets closer to Harden to defend him again, Harden shoots. Harden is not a fast or quick player on the court, but he is effective as a scorer, for sure. This effectiveness comes from his effort to adjust his playing style to draw advantage from this natural flow of game on the court. He was not trying go with the flow and not trying to follow the direction of it. He was swimming against it in certain times to become more agile and to confuse his opposing defenders. As a result of this attitude, he was able to adapt to the rapidly changing circumstances in the game without having to rely on his speed.

We think this story of Harden contains a deep meaning which is quite related to strategic agility. In business competitions, the mindset of people flows forwards just like it does for Basketball players.

Everyone is tended to move forwards as fast as they can in the environment of business competition. A flow which consists of the aim of selling more, having a greater market share, making more and more profit every time at all costs. However, making a move backward can be useful much more than they ever expected. A movement just like Harden’s step back can bring useful strategic outcomes like “strategic agility” to the competing business firms. Stepping back might mean checking yourself up as a company and getting back in the race better and stronger with the next step forward.

On the other hand, sometimes taking a step right or left side of their target, not forward as fast as they can, might also be good for the competing companies. Not aiming at the main target but the side targets which might indirectly take you to the main one might protect the company from the destructive effects of wild competition and give it time and space to think on its strategy. The ones who will guide the companies about making such moves are their creative and flexible players on the field (Remember the middle and lower-level managers in the conceptual map.) who can think out of the box, not an AI application for sure.

CONCLUSION

In this study, we made an effort to make inferences from the stories of certain NBA teams and stars to estimate and understand the future directions of strategic management and help firms of this future to be strategically agile in their time. After examining the cases, we think that in the future’s team-based companies in which AI applications will be operational on every level, the values and, characteristics such as creativity, adaptability, competitiveness and, positive and/or negative factors stemming from human nature might reveal themselves at the personal level and they might easily become strategic assets or burdens during the strategic management process. In such an environment, the characteristics and moves, that will carry the firms forward in the competition, reveal themselves on middle and lower levels, just like they do in the NBA (Remember our conceptual maps.). We present in Table 3 below, the lessons from the NBA we reached as interpreting the cases.

Table 3: Lessons from the NBA

<i>Cases</i>	<i>Lessons From the NBA</i>	<i>Agility and Strategy Concepts</i>
Case 1: Kareem Abdul- Jabbar	Thus, his example indicates that strategic agility of a firm can later become its strategy, or this adaptation ability can produce long-term competitive advantage for the firm. It doesn’t always make sense to go chest-to-chest with your rivals just because you are the superior side.	Resource Fluidity Agility – Strategy Relationship Avoiding Fierce Competition
Case 2: Kobe Bryant	Sometimes you may a strategic decision to sacrifice a very important, even extraordinary, strategic asset to gain competitive advantage through strategic agility. When facing a dilemma between strategic assets that are equally important but blocking each other, you should make a choice between them and leave one of them completely, no matter how valuable it is.	Leadership Unity Agility – Strategic decision Relationship
Case 3: James Harden	It is not always necessary to be fast for being agile in business competitions. Sometimes slow but rightful steps taken in right directions can bring strategic agility to firms. To gain strategic advantage in a competitive environment, it may be meaningful to make backward moves, like a strategic retreat, from time to time, instead of constantly moving forward (growing fiercely, making more profit, using aggressive marketing practices, etc.).	Agility-Speed Relationship Strategic Retreat

While the statements in the table are clear, the underlying agility and strategy concepts that we think they imply still need clarification. This study is far from claiming and/or proving clear causalities between

those concepts but observing them in the same cases points out to certain connections between them. To start with the first case, Kareem tries to reallocate his skill set to adjust his playing skills to adapt, and this effort leads to his signature shooting style that makes him almost unstoppable. In other words, his agility results in a long-term competitive advantage. In the second case of the study, top management of the Lakers resolved a very important problem in the team as making a tough strategic decision. This problem was disrupting the team chemistry, leadership unity and thus, preventing the team from being agile. In the third case, James Harden's agile foot work which consists of step-backs and euro steps, proves us that agility is not necessarily related to speed. Consequently, our strategic management laboratory of the NBA provides us great examples of how to act strategically agile and how to gain advantage in business competitions.

REFERENCES

- (2021). Reach Date: December 9, 2021 www.nba.com: <https://www.nba.com/stats/alltime/>
- (2021). Reach Date: December 9, 2021 tarihinde www.sportslingo.com: <https://www.sportslingo.com/sports-glossary/f/fadeaway/>
- Ansoff, H. I. (1957). Strategies for Diversification. *Harvard Business Review*, 35(5), 113-124.
- Barca, M. (2005). Stratejik Yönetim Düşüncesinin Evrimi: Bilimsel Bir Disiplinin Oluşum Hikayesi/The Evolution of Strategic Management Thought: The story of the formation of a scientific discipline. *Yönetim Araştırmaları Dergisi*, 5(1), s. 7-38.
- Bova, F., Goldfarb, A., & Melko, R. (2021, July). Quantum Computing Is Coming. What Can It Do? *Harvard Business Review*. October 23, 2021 tarihinde www.hbr.org adresinden alındı
- Brannen, M. Y., & Doz, Y. L. (2012). Corporate Languages and Strategic Agility Trapped in Your Jargon or Lost in Translation? *California Management Review*, 54(3), 77-92.
- Buerge, D. (2020). A Complete Timeline of the Shaquille O'Neal, Kobe Bryant Feud. *Lakers Nation*. December 9, 2021 tarihinde <https://lakersnation.com/a-complete-timeline-of-the-shaquille-oneal-kobe-bryant-feud/2020/06/10/> adresinden alındı
- Christensen, C. (1997). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Boston, MA: Harvard Business Review Press.
- D'aveni, R. A., & Dagnino, G. B. (2010). The Age of Temporary Advantage. *Strategic Management Journal*, 31, s. 1371-1385.
- D'aveni, R. A., & Gunther, R. (1994). *Hyper-Competition: Managing the Dynamics of Strategic Maneuvering*. New York: The Free Press.
- Doz, Y. (2020). Fostering strategic agility: How individual executives and human resource practices contribute. *Human Resource Management Review*, 30(1).
- Doz, Y. L., & Kosonen, M. (2008). The Dynamics of Strategic Agility: Nokia's Rollercoaster Experience. *California Management Review*, 50(3), 95-118.
- Doz, Y. L., & Kosonen, M. (2010). Embedding Strategic Agility: A Leadership Agenda for Accelerating Business Model Renewal. *Long Range Planning*, 43, 370-382.
- Dul, J., & Hak, T. (2008). *Case Study in Business Research (1st Edition b.)*. Butterworth-Heinemann.
- Fauconnier, G. (1997). *Mappings in Thought and Language*. Cambridge CB2 2RU. United Kingdom: Cambridge University Press.
- Fontaine, T., McCarthy, B., & Saleh, T. (2019). Building the AI-Powered Organization. *Harvard Business Review*(July-August). October 23, 2021 tarihinde www.hbr.org adresinden alındı
- Giorgi, A. (2012). The Descriptive Phenomenological Psychological Method. *Journal of Phenomenological Psychology*(43), s. 3-12.
- Grady, J. E., Oakley, T., & Coulson, S. (1999). Blending and Metaphor. R. W. Gibbs(Jr), & G. J. Steen içinde, *Metaphor in Cognitive Linguistics*. Philadelphia: John Benjamins.
- Hancock, D. R., & Algozzine, B. (2006). *Doing Case Study Research: A Practical Guide for Beginning Researchers*. New York-London: Teachers College Press.
- Kaku, M. (2018). *The Future of Humanity: Terraforming Mars, Interstellar Travel, Immortality, and Our Destiny Beyond Earth*. Knopf Doubleday Publishing Group.
- Kılınc, İ., & Ünal, A. (2020). Reflections of Artificial Intelligence on C-suite. *Nitel Sosyal Bilimler*, 2(1), s. 1-18.
- Lakoff, G., & Johnson, M. (1980). *Metaphors We Live By*. Chicago : University of Chicago Press.

- McCarthy, D. J., & Markides, C. (2000). View from the Top: Henry Mintzberg on Strategy and Management [and Commentary]. *The Academy of Management Executive* (1993-2005), 14(3), s. 31-42.
- Mccourt, W. (1997). Discussion Note: Using Metaphors to Understand and to Change Organizations: A Critique of Gareth Morgan's Approach. *Organization Studies*, 18(3), s. 511-522.
- Mintzberg, H. (1979). Patterns In Strategy Formation. *International Studies of Management and Organization*, 9(3), 67 – 86.
- Mintzberg, H. (1987). The Strategy Concept I: Five Ps for Strategy 30(1), 11–24. doi:10.2307/41165263. *California Management Review*, 30(1), s. 11-24.
- Morgan, G. (2006). *Images of Organization*. Newbury Park, CA: Sage Publications.
- Morse, G. (2020, May-June). Harnessing Artificial Intelligence. *Harvard Business Review*. October 23, 2021 tarihinde www.hbr.org adresinden alındı
- Moussetis, R. (2011). Ansoff revisited: How Ansoff interfaces with both the planning and learning schools of thought in strategy. *Journal of Management History*, 17(1), 102 - 125.
- Moustakas, C. (1994). *Phenomenological Research Methods*. London: Sage Pub.
- Porter, M. E. (1998). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: The Free Press.
- Prada, M. (2020). December 9, 2021 tarihinde www.sbnation.com:
<https://www.sbnation.com/nba/2020/3/27/21191474/skyhook-kareem-abdul-jabbar> adresinden alındı
- Rinne, A. (2021, September 22). A Futurist's Guide to Preparing Your Company for Constant Change. *Harvard Business Review*. October 22, 2021 tarihinde www.hbr.org adresinden alındı
- Singh, S. (2021). How Kobe Bryant's Expertise of the Fadeaway Shot Helped Him Contain Michael Jordan in This Rare Clip. essentiallysports.com. December 9, 2021 tarihinde
<https://www.essentiallysports.com/nba-basketball-news-how-los-angeles-lakers-kobe-bryant-expertise-of-the-fadeaway-shot-helped-him-contain-washington-wizards-michael-jordan-in-this-rare-clip/> adresinden alındı
- Smith, J. A., Flowers, P., & Larkin, M. (2009). *Interpretative Phenomenological Analysis: Theory Method and Research*. London: Sage Pub.
- Vagle, M. D. (2018). *Crafting Phenomenological Research*. Routledge.
- Vecchiato, R. (2015). Creating value through foresight: First mover advantages and strategic agility. *Technological Forecasting & Social Change*, 101, 25-36.
- Watson, P. (2021). Kareem Abdul-Jabbar Destroyed NCAA's No-Dunking Rule With an Even Better Weapon. www.sportscasting.com. December 9, 2021 tarihinde <https://www.sportscasting.com/kareem-abdul-jabbar-destroyed-ncaa-no-dunking-rule/> adresinden alındı
- Weber, Y., & Tarba, S. Y. (2014). Strategic Agility a State of the Art: Introduction to the Special Section to the Strategic Agility. *California Management Review*, 56(3), 5-12.
- Wertz, F. J., Charmaz, K., McMullen, L. M., Josselson, R., Anderson, R., & McSpadden, E. (2011). *Five Ways of Doing Qualitative Analysis: Phenomenological Psychology, Grounded Theory, Discourse Analysis, Narrative Research, and Intuitive Inquiry*. The Guilford Press.
- www.basketball-reference.com. (2021). December 9, 2021 tarihinde www.basketball-reference.com:
<https://www.basketball-reference.com/players/a/abdulka01.html> adresinden alındı
- www.basketball-reference.com. (2021). December 9, 2021 tarihinde www.basketball-reference.com:
<https://www.basketball-reference.com/players/h/hardeja01.html> adresinden alındı
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods*. Sage Pub.