

What is the Philosophy of a Strategist?

Adam Brandenburger

## Richard Feynman (1918-1988)

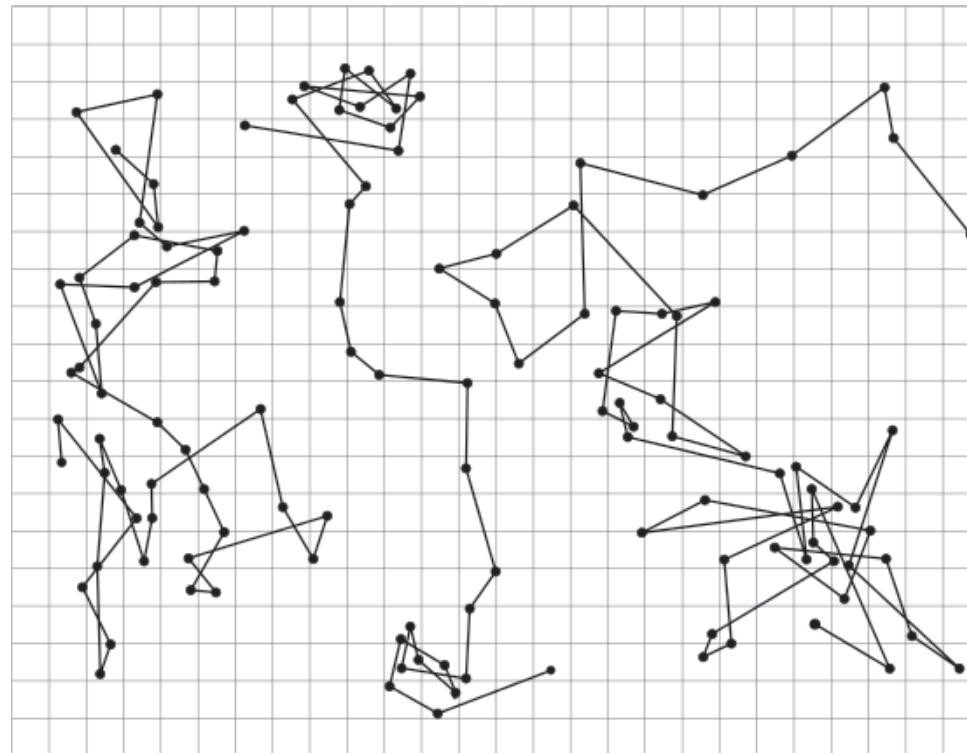


[http://en.wikipedia.org/wiki/Richard\\_Feynman](http://en.wikipedia.org/wiki/Richard_Feynman)

“One thing is that I can live with doubt and uncertainty and not knowing. I think it’s much more interesting to live not knowing than to have answers which might be wrong. I have approximate answers and possible beliefs, in different degrees of certainty, about different things.”

[http://www.youtube.com/watch?v=QkhBcLk\\_8f0&feature=sub](http://www.youtube.com/watch?v=QkhBcLk_8f0&feature=sub)

## Complexity and Simplicity



<http://en.wikipedia.org/wiki/File:PerrinPlot2.svg>

“The key to any scientific advance is to be able to explain the complex visible by some simple invisible.”

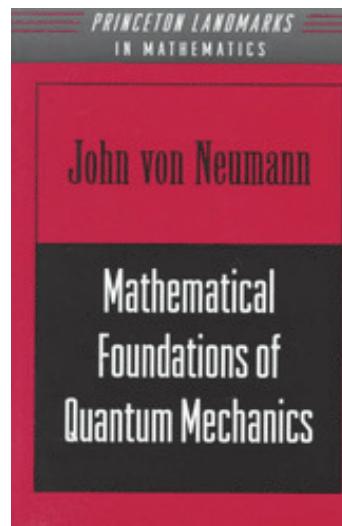
-- Jean Perrin (physicist, 1870-1942)

## Some Intellectual Guides

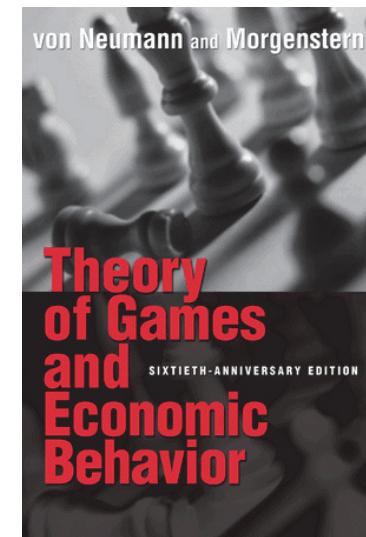


2005 USPS postage stamp

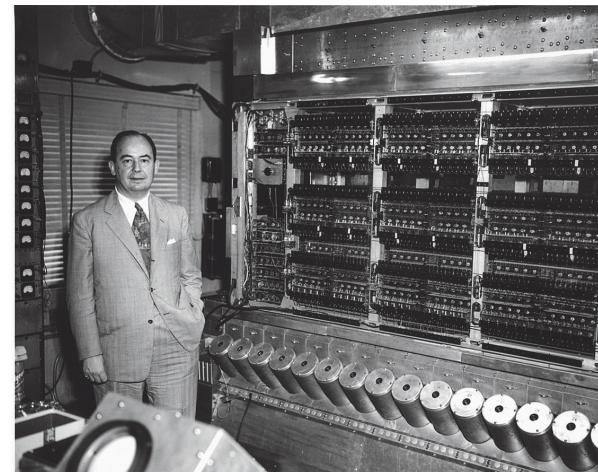
**John von  
Neumann  
(1903-1957)**



1932



1944

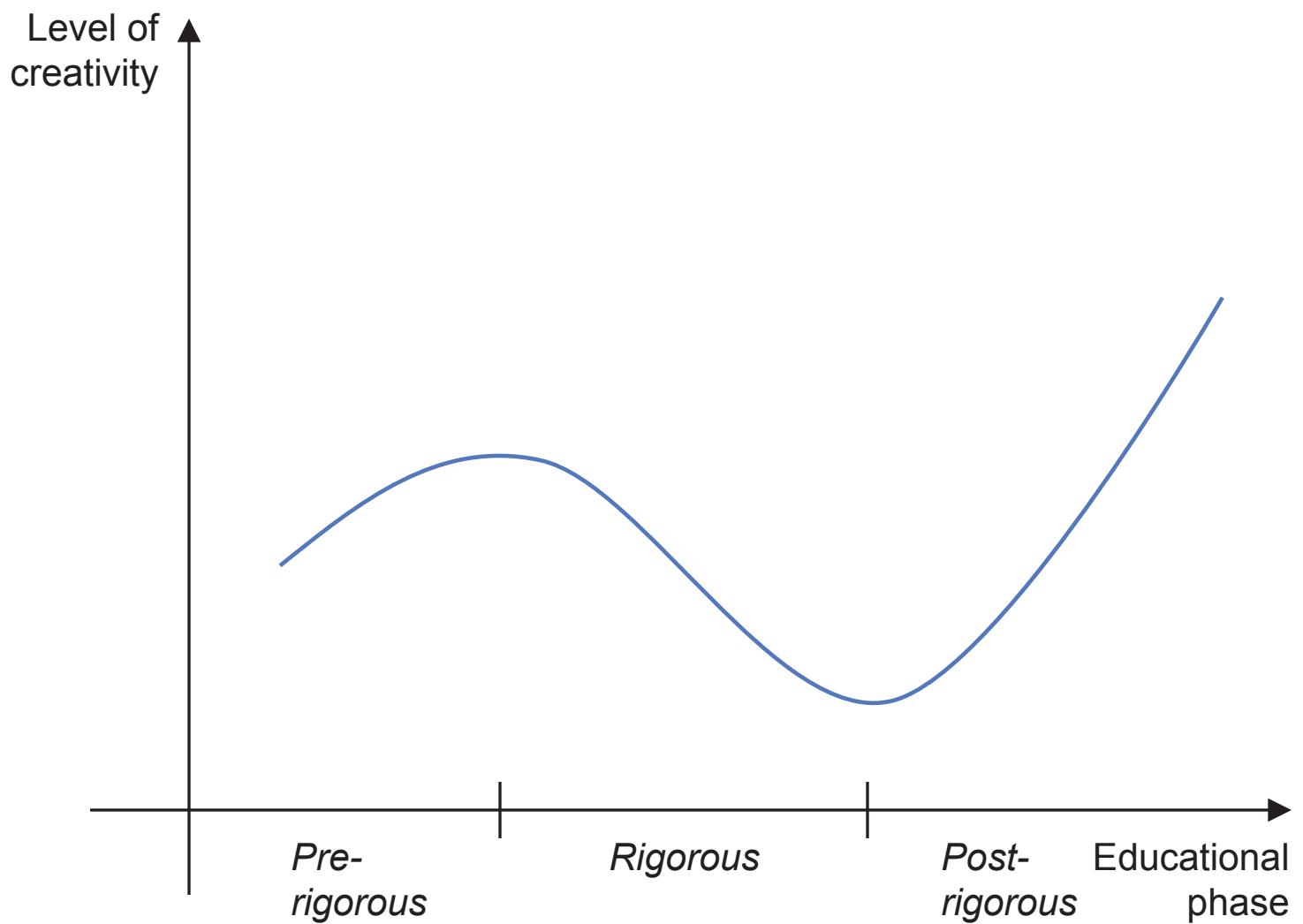


1952

## **Six Questions**

1. What is the Philosophy of a Strategist?
2. What is Value?
3. How is the Pie Divided?
4. What are the Right Moves?
5. How Can We Create the Largest Pie?
6. Is There a Complete Picture?

## A Hypothesis on Rigor and Creativity

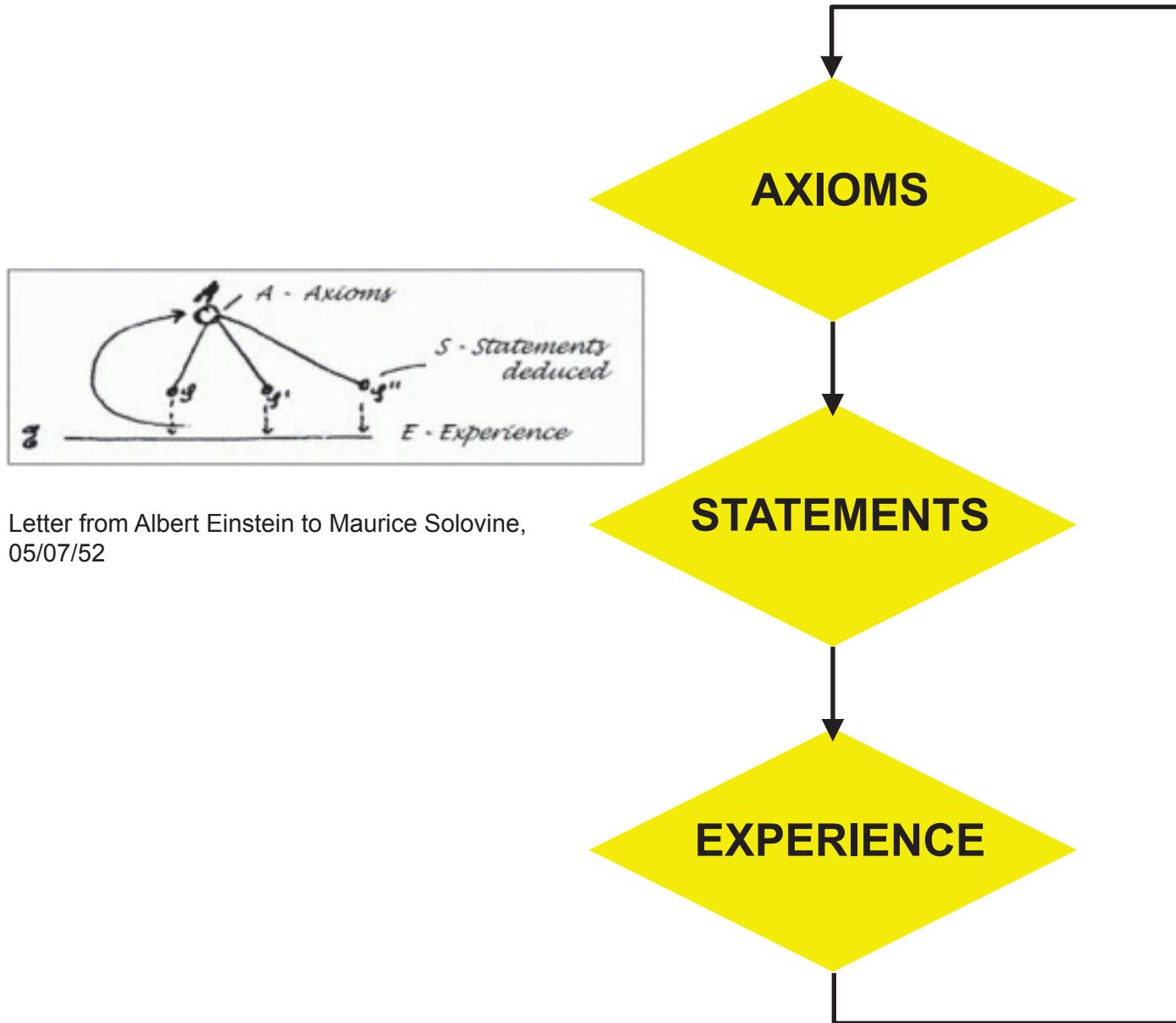


## The Scientific Method



Image: Shutterstock

## A Flow Chart



## An Example: Higher Education

Axiom:

A flourishing university has a beautiful and tranquil campus.

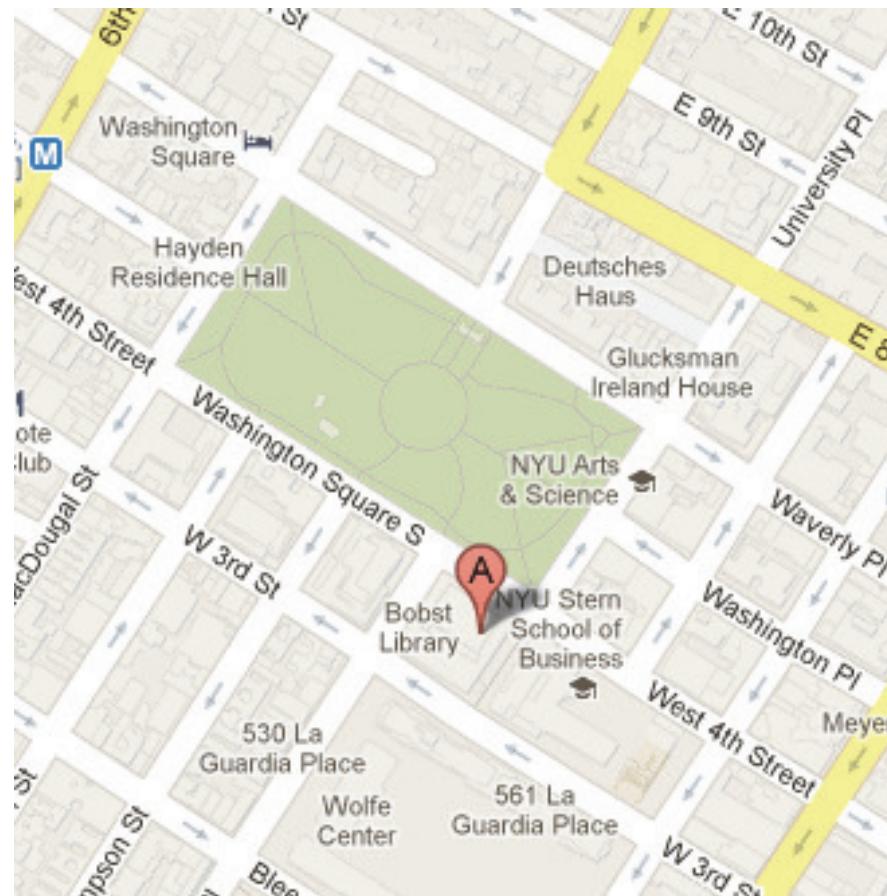
Statement:

Without a beautiful and tranquil campus --- a fortiori, without a campus at all --- a university cannot flourish.

Experience:

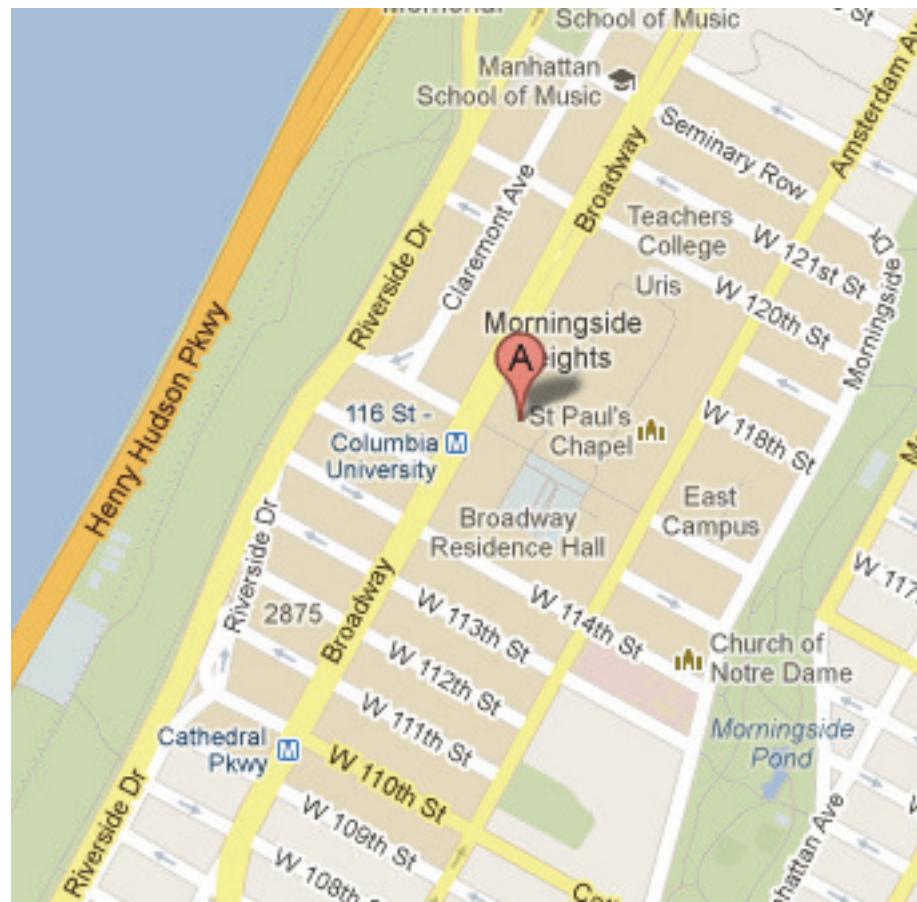
Let's collect some data ....

## No Campus



Google Maps

## Campus



Google Maps

## **“In and of the City ... World”**

Just as NYU's founders chose in 1831 to move education out of the ivy tower to be “in and of the city,” NYU is now “in and of the world” in a way that defines and exemplifies something that has not existed before: a global network university.



[www.nyu.edu/global/the-global-network-university.html](http://www.nyu.edu/global/the-global-network-university.html)

## **Finally ... an Endorsement**

“This class always gives me a headache”  
– Yael Foss, Stern MBA