Sinais Fracos

“Companies should therefore pursue a method that regards each individual company’s different conditions and be perceptive on changes in the surrounding environment”. - (004)

“A well known theory from Darwin reflects the importance to understand the environment where those who are fittest to the environment will survive and succeed; meanwhile other who does not adapt to it will fail.”

(004)

“grasp a clearer picture of weak signals and the way to discover things that are visible but not seen”

(004)

“Weak signals are both internal and external warnings that are uncompleted in order to determine their impact on companies’ responses” (004 – parafraseando ansoff)

“Zolli states that in order to recognize tomorrow’s hot ideas today, corporations must be alert of weak signals in today’s ideas that will become tomorrow’s mission. The ideas concern 1. Embracing ecovation, by noticing how the revolution of the system ecology and material science is unraveling what happens in the world, 2. To play for change meaning that organizations are outgrowing there context and the need for change iscrucial. 3. To make the invisible visible by exploring the social networks and analysis of maps of innovation networks as these are maturing in a rapid pace” (004 – parafraseando Zolli)

“According to the fact of weak signals, it is described that the context are dependent of how it is interpreted and by whom and this confirms that it can appear differently to persons”   
(004)

“Additionally, a valuable tool to use in the intention to reveal weak signals is to take advantage of a company’s ecosystem such as the networks of consumers, competitors and suppliers.” (004)

**Stages of the model that improve sight in the periphery**

1

“One problem that appears though in extending your network with nods in many other networks, is the increase of weak signals received which following leads to vagueness and confusion. The internet has intensified this problem and led to a hurdle of what signals the managers should be alert of within the companies’ capacity of absorption. Companies should also mobilize search parties in separate tasks where weak signals can be detected and scan activities.” (004)

2

“By testing multiple hypotheses, managers may avoid to fall in the trap of having one single interpretation of the weak signals, which often is wrong. Although they often tend to sort out signals to overcome the ambiguity of information found, it is necessary to do tests to avoid being stuck on just one view. The wisdom of the crowd is referring to organizations opportunity to use the distributed intelligence of group thinking with right methods in order to create forecasting skills. If the danger of groupthink can be dodged, groups usually make better judgments than individuals.

As well as making multiple hypotheses to be better prepared and expand the narrow-minded perspective, companies should also develop various scenarios” (004)

3

“The last stage of the model is the acting and probing of new signals. Companies should confront reality when searching for new information and clarify weak signals.” (004)

“There is an increased global competitive environment which makes it even harder for companies to maintain their sustainable competitive advantages.59 The key to uphold competitive advantage is to collect and analyze early signals that indicate competitors’ future actions within competitive intelligence.” (004)

“Political intelligence has great impact on how companies operate and what markets to enter. Political decisions and restrictions as laws and regulations must be followed in order to exist and a change within the industry is therefore to highest extent crucial to note.” (004)

**Formas de monitorar o ambiente**

“The most important components to monitor environmental scanning are to be creative and to recognize the best sources of information and methods to manage it.” (004)

“Management of monitoring environmental scanning has three central aspects to regard. Companies need to consider how to gather relevant information, how to stimulate the inflow of it and also how to convert it to generative actions. The answer will set a guideline and framework for how companies choose to work in the continuing process. Organizations should also proceed the environmental scanning from customers’ point of view and their interactions in the environment because their habits and thoughts constantly changes. This should therefore be regarded as a persistent process that companies should put focus on” (004)

Black Swans

“Discoveries are mostly made by serendipity, which could be explained with the classical model where you search for something you know and find something you did not know” (004)

“Benner says that companies often choose to reject weak signals because of the difficulties to handle and implement it and that it is common that companies do not want too much inflow of weak signals. Even if it will facilitates for companies to reject weak signals in the short term, they will be damaged in the long term” (004)

“When companies find weak signals they should question whether to acknowledge it in public or not. Agrell mentions that if companies or other actors chose to announce weak signals it should have substance and also be somewhat reliable. If companies for example present too much weak signals instead of selecting fewer and important signals it could affect their credibility” (004)