

The Cultural School	<b>Strategy formation as a collective process</b> The strategy is developed on the basis of the organization's culture, and everyone is involved.
The Environmental School	<b>Strategy Formation as a reactive process</b> The strategy is developed, taking into account and in cooperation with the organization's environment.
The Configuration School	<b>Strategy formation as a transformation process</b> The strategy development process is chosen based on the stage in which the organization is in, and thereby the configuration school is a combination of the other schools. The configuration school is, therefore, a school of "select the school that matches the current state of the organization".

FIGURE 10.3

Mintzberg, Ahlstrand and Lampel's ten different approaches to the strategy development process.