

Thinking about Strategy



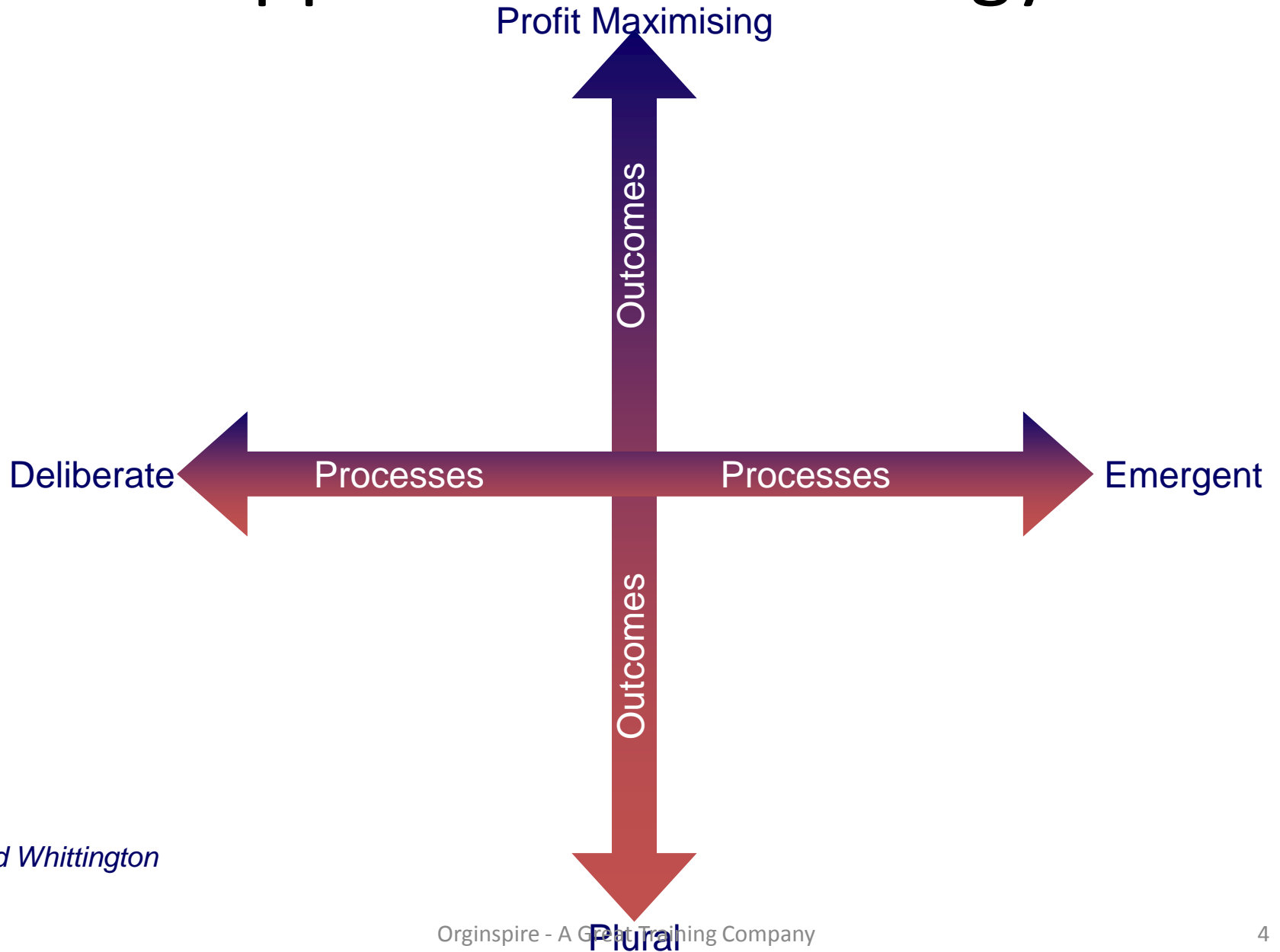
“We simply do not know what strategy is
or how to develop a good one”

C Markides HBR

“The determination of the basic long term goals and objectives of the enterprise and the adoption of courses of action and the allocation of recourses to meet those goals”

Alfred Du Pont

Approaches To Strategy



Profit Maximising

Outcomes

Deliberate

Processes

Processes

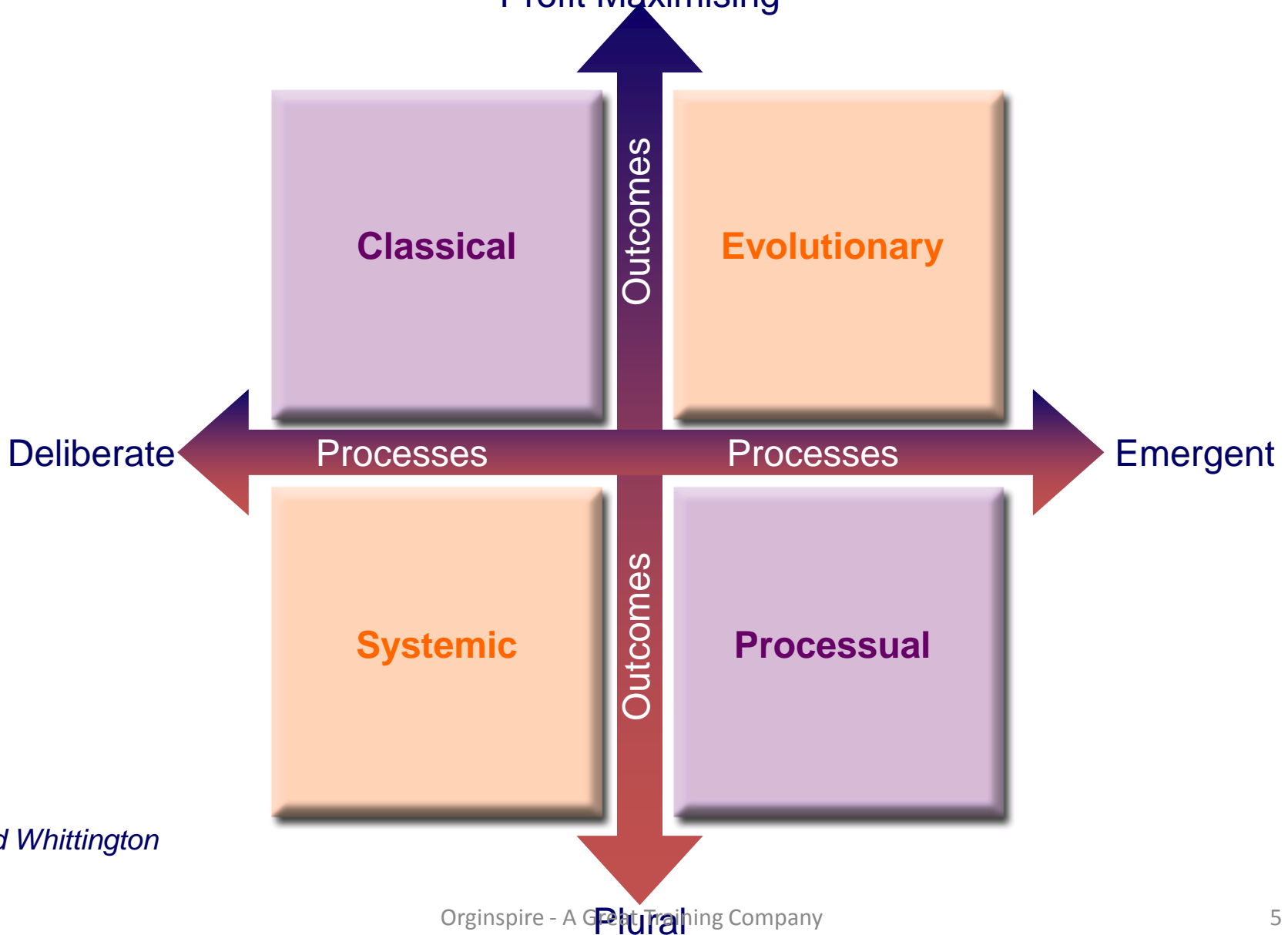
Emergent

Outcomes

Plural

Approaches To Strategy

Profit Maximising



Richard Whittington

Strategic Thinking



Flexibility



The Rigid Mind

- Fixed Mental Architecture
- Mono World View
- Product Of History and Function
- The Theory in Practice

“those who do not confront their underlying assumptions
Are condemned to be prisoners of their own theories”

The Rigid Mind

- “ who the hell wants to here actors talk”
- “What use could the company make of an electric toy”
- “Every thing that can be invented has been invented”
- “there is not the slightest indication that we shall ever have nuclear energy, the atom would have to be shattered at will”

The Rigid Mind

“ who the hell wants to here actors talk”

Henry Warner 1927

“What use could the company make of an electric toy”

Western Union when offered the telephone

“Every thing that can be invented has been invented”

Head of the patent office 1899

“there is not the slightest indication that we shall ever have nuclear energy, the atom would have to be shattered at will”

Albert Einstein 1933

The Ego Mind

- Problems = self interest
- Career / Position / Status
- Difficult Decisions (for who)

“turkeys don’t vote for Christmas”

The Ego Mind

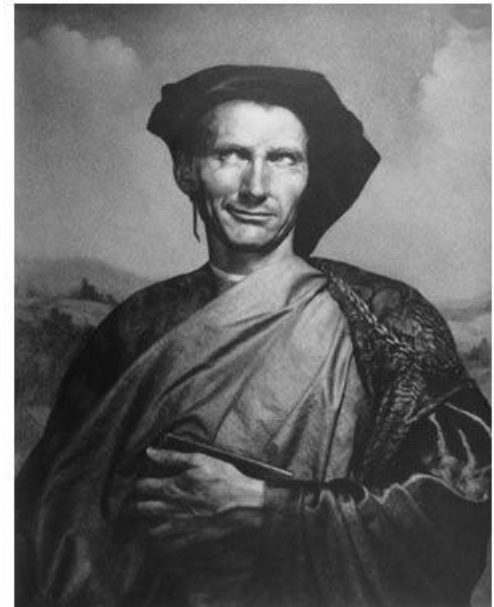
“How do you get managers to focus on strategy?
Remove them from the day to day running of the
business”



Alfred Du Pont

The Machiavellian Mind

- Manipulates others
- Second-guesses issues and decisions
- Masks feelings and motivations
- Creates and fosters an untrusting environment.
- Enemies of trust



The Enemies of Trust

- Inconsistent messages
- Consistent corporate underperformance
- Failure to trust others
- Inconsistent standards
- Elephants in the parlour
- Misplaced benevolence
- Rumours in a vacuum
- False feedback



Making Strategy Happen

- Create The right Environment
- Ask The Right Questions
- Manage A Process
- Gain Commitment Through Insight

Create The Right Environment

- Attention – Listen with fascination
- Incisive Questions – Remove assumptions that limit ideas
- Equality - Treat others as thinking peers
- Appreciation – 5:1 appreciation to criticism
- Ease – Freedom from rush and urgency
- Encouragement – Move beyond competition
- Feelings – Allow emotional release to restore thinking
- Information – Provide a full and accurate picture
- Place – Physical environment is important
- Diversity – Add quality through difference

Ask The Right Questions.

Spend time to develop the real question

“the voyage of thousand steps begins with single step. Make sure that step is in the right direction”

Include the parameters and assumptions that go with the question i.e.

“How can we increase sales?”

without diluting the brand?

Without overstretch internal resources?

Use A Process

- SWOT / PESTLE
- DE Bono's Thinking Hats
- Scenario Planning
- The Predator
- What would the competition do to steal your business?
- How would they make the attack?
- What would their culture be like?
- What would their customers say about them?
- What would their employees say about them?
- What would they offer our customers?
- Create a range of solutions and compare with the question

What sort of approach would your competitors take to steal your business?



Create Commitment

- Front up the difficult issues
- Workshop the advantages and disadvantages
- Include all stakeholders
- Think through the implications