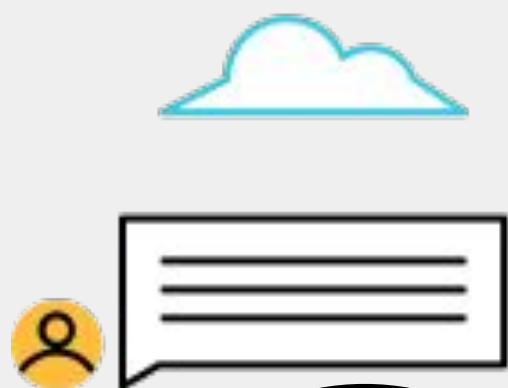
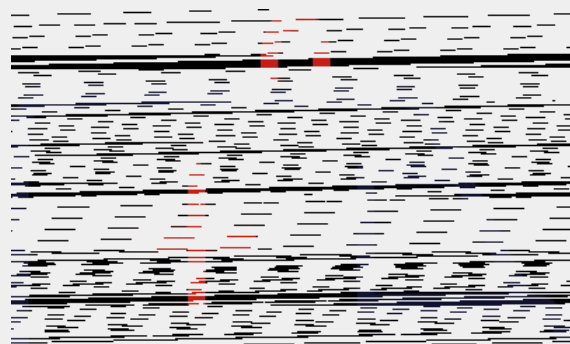


What to do... when there's no Strategy in place

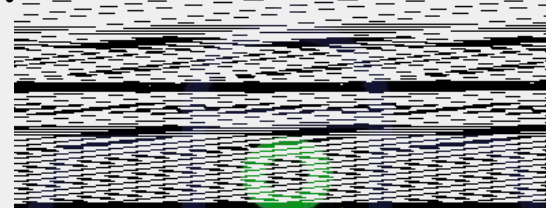




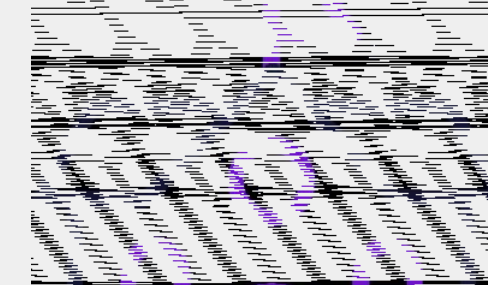
Healthcare



Education
(Public Sector)



Education
(Private Sector)



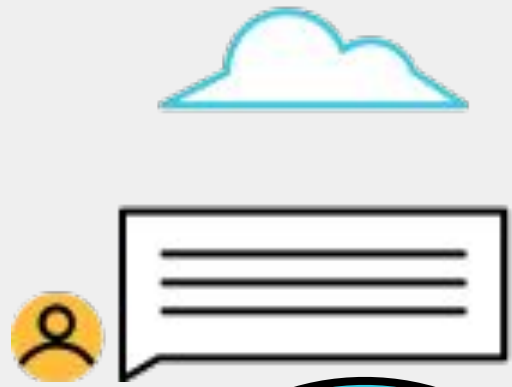


It's awfully hard
to agree on what
to do



when there's no
strategy in place

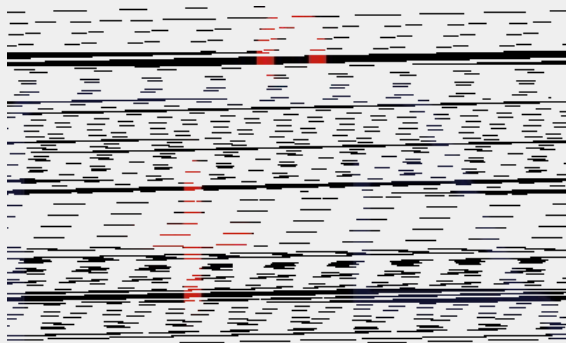
Trends



01



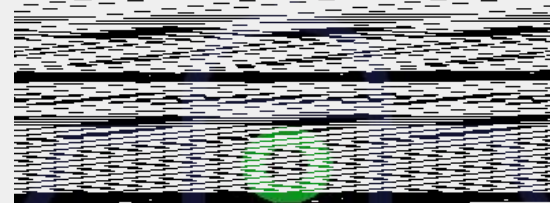
Healthcare



02



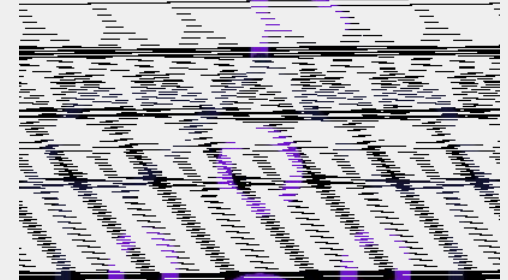
Education
(Public Sector)



03



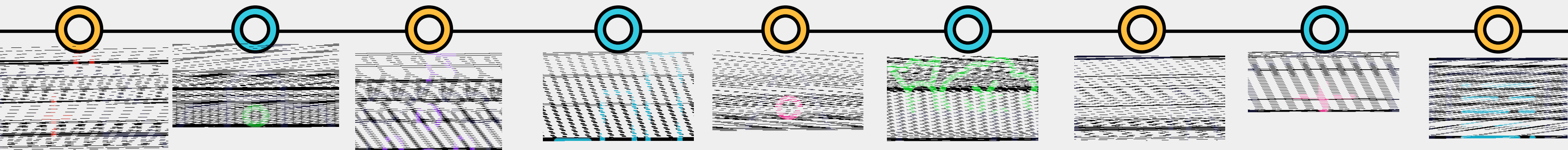
Education
(Private Sector)



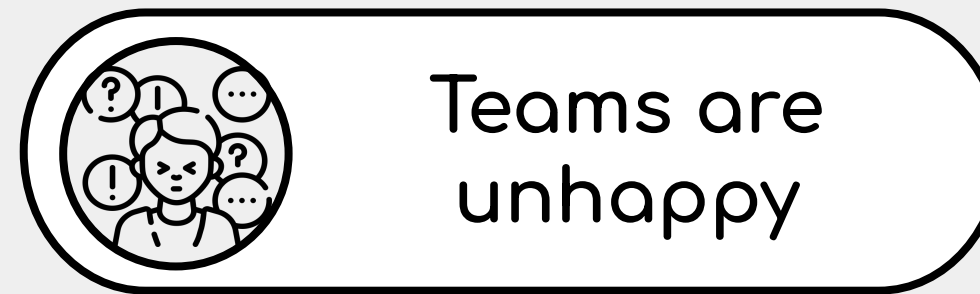
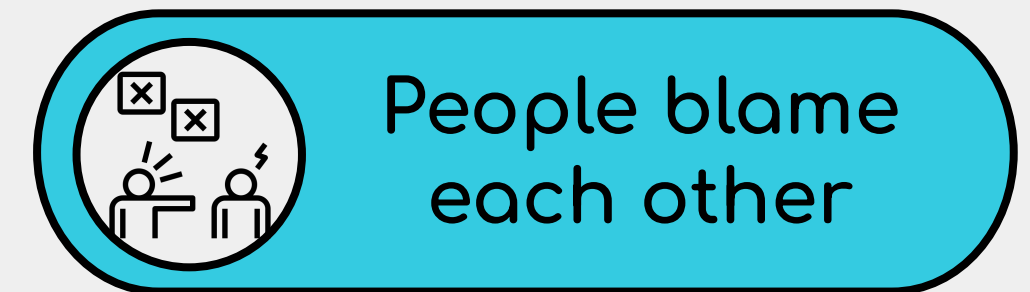
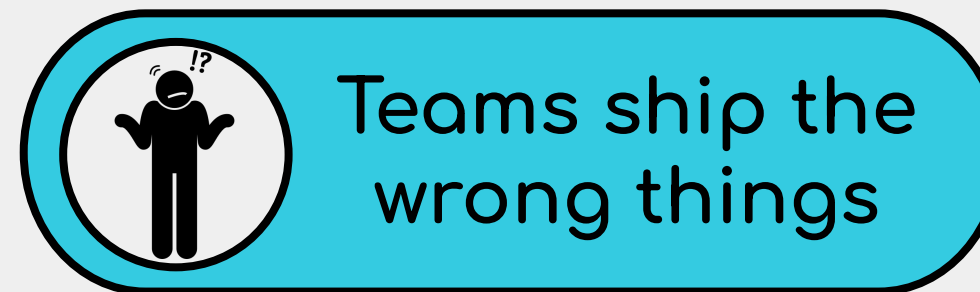
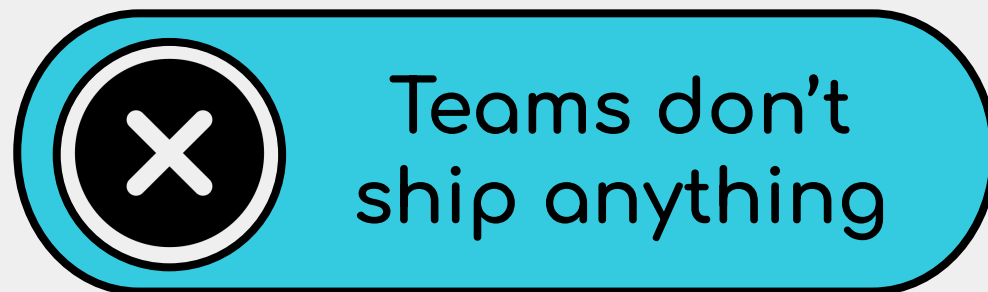
Trends



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What happens when there's no strategy?



Why does this happen?



1

There is no strategy - they're making it up as they go along...

2

They're afraid of being found out...

3

There is a strategy. In fact, there's a lot of strategies...

4

They don't know how to write a strategy properly...

5

They don't know what a strategy actually is...

What is Strategy?

What I call the kernel of strategy has 3 elements in it:

1. a diagnosis,
2. a guiding policy,
3. and it has coherent action.

If you're leaving one of those out, it's not a strategy.

Richard Rumelt, Author of *Good Strategy, Bad Strategy*

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The 3 Elements of Strategy



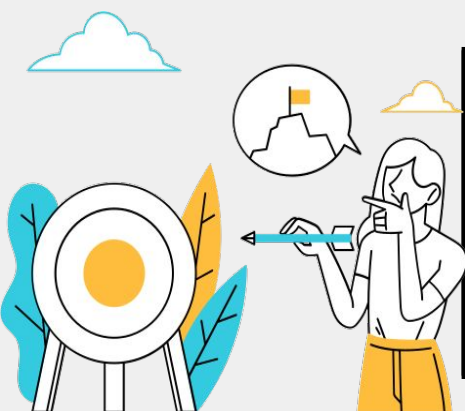
Diagnosis

Where are we?



Guiding Policy

Where are we going?



Coherent Action

How do we get there?

The 3 Elements of Strategy



Diagnosis

Where are we?

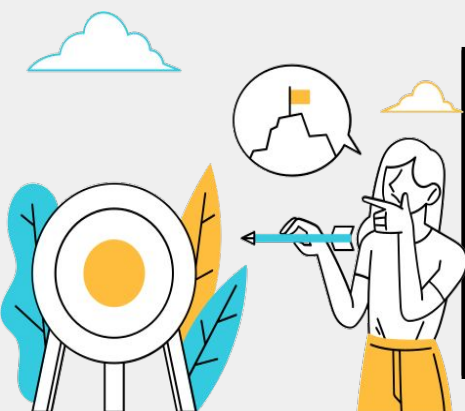
Fact



Guiding Policy

Where are we going?

Ambition



Coherent Action

How do we get there?

Hypothesis

What is Strategy?

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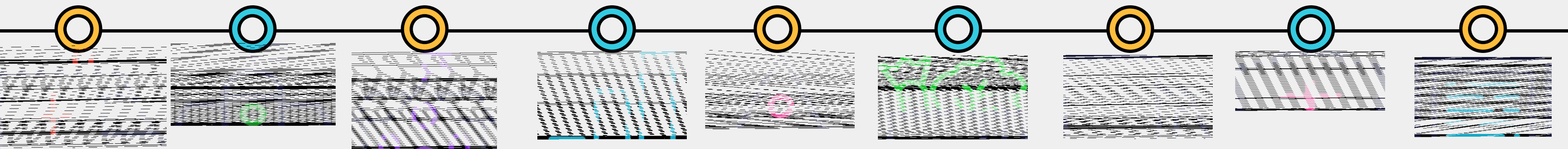
...The basic mistake that organisations and leaders make is they begin to conflate having a strategy with having ambitious goals.

Richard Rumelt, Author of Good Strategy, Bad Strategy

Ambition



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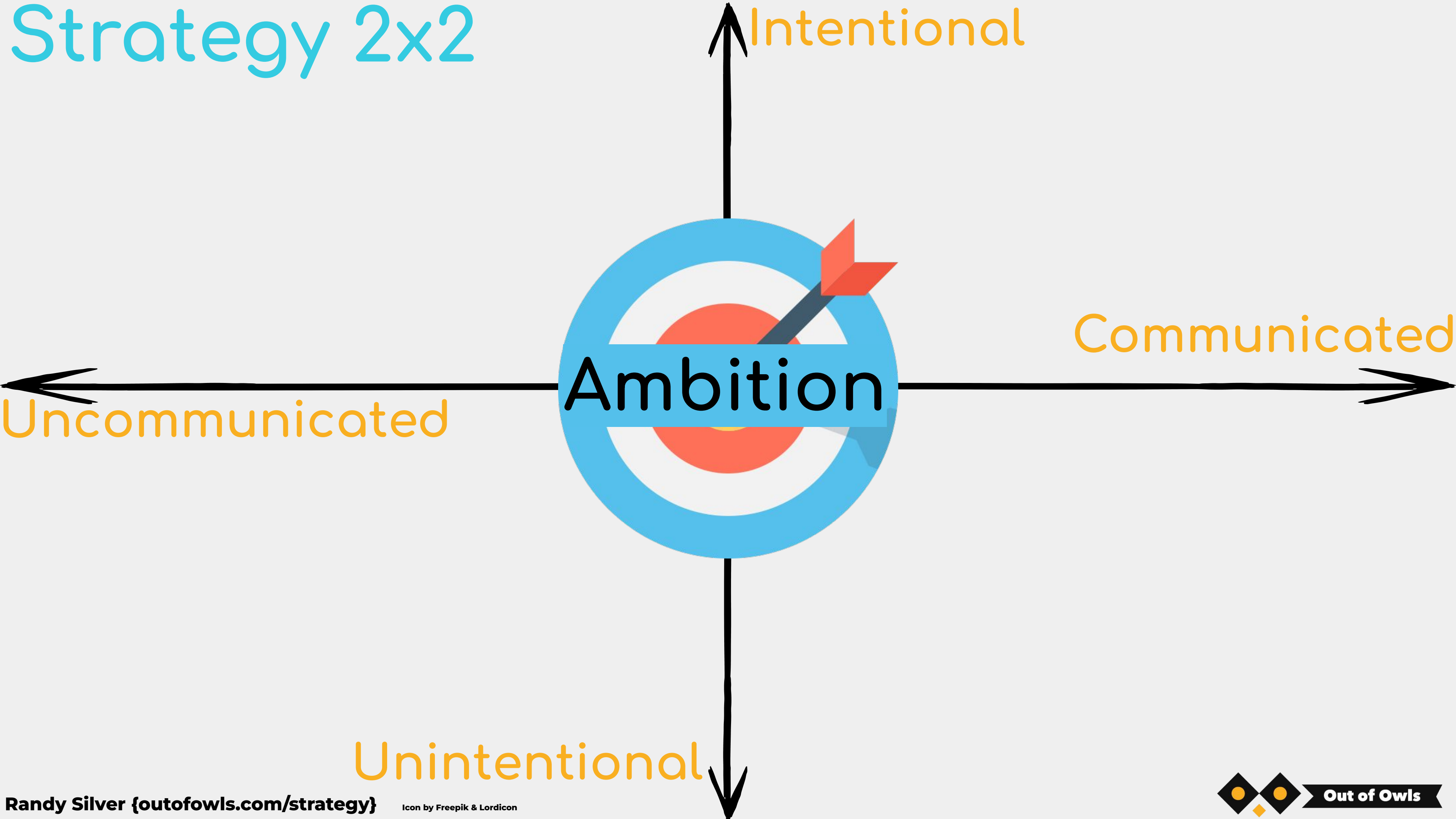


Ambitious goals are
just numbers.

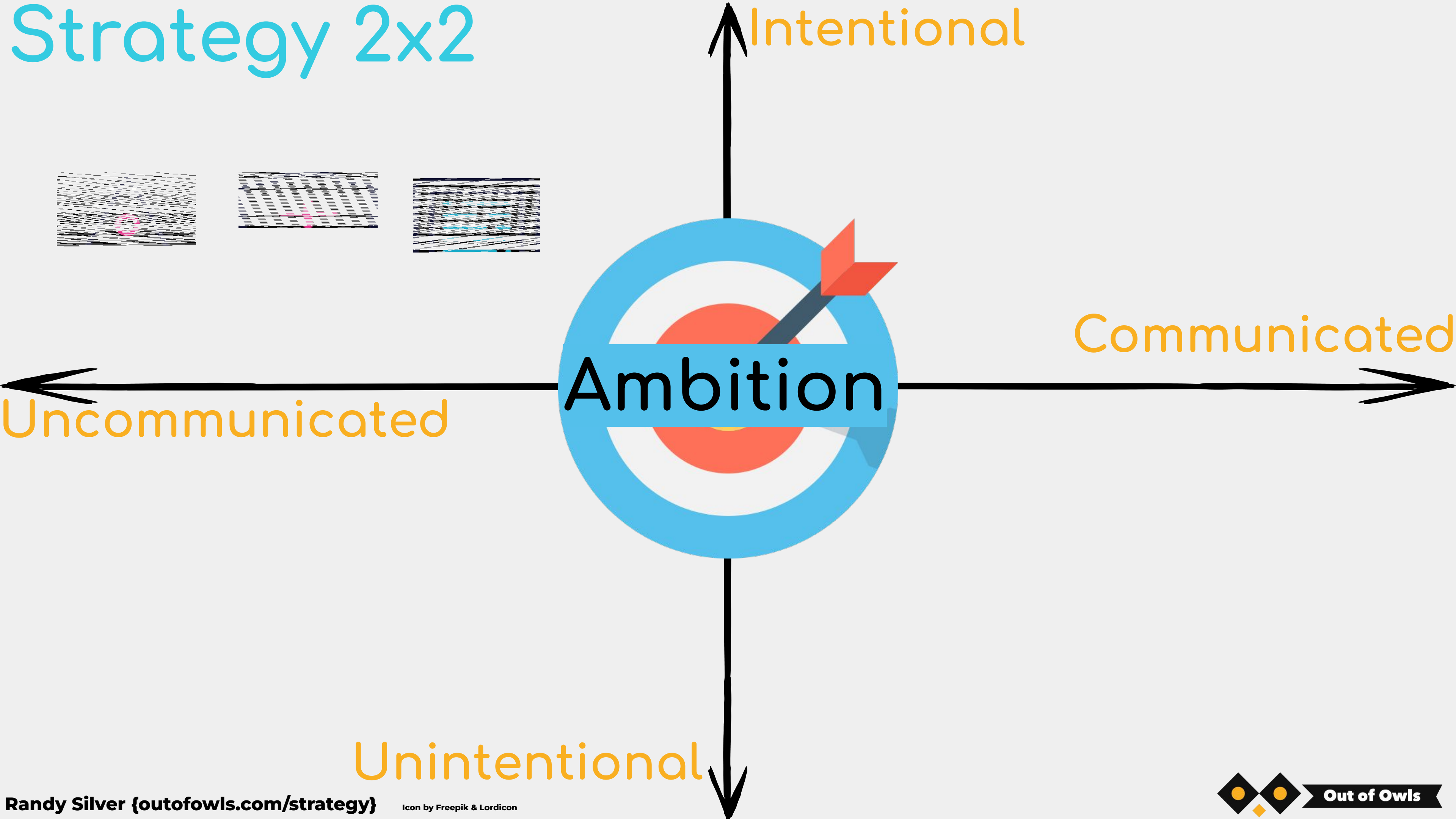
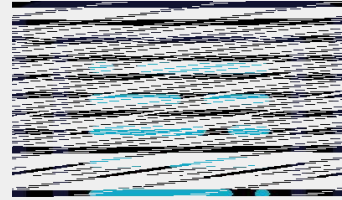
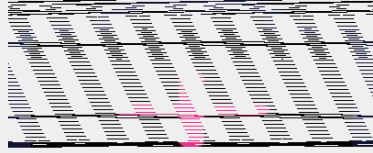
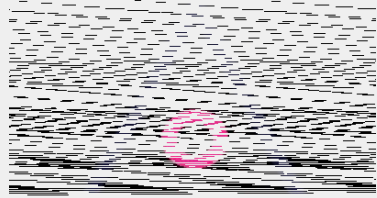
They need a coherent
strategy to be useful.
To help people make
decisions.

Ambitious Goals

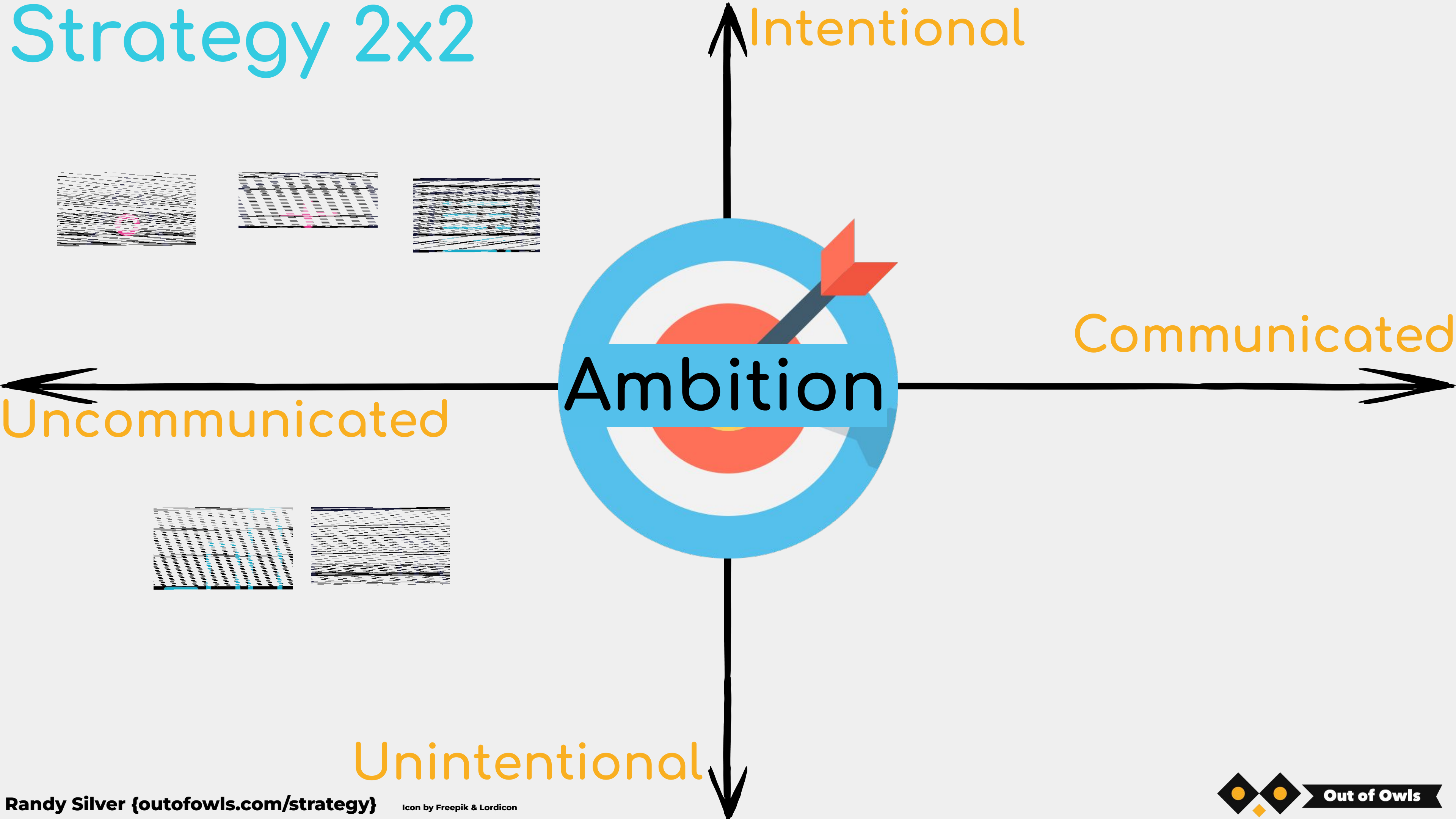
Strategy 2x2



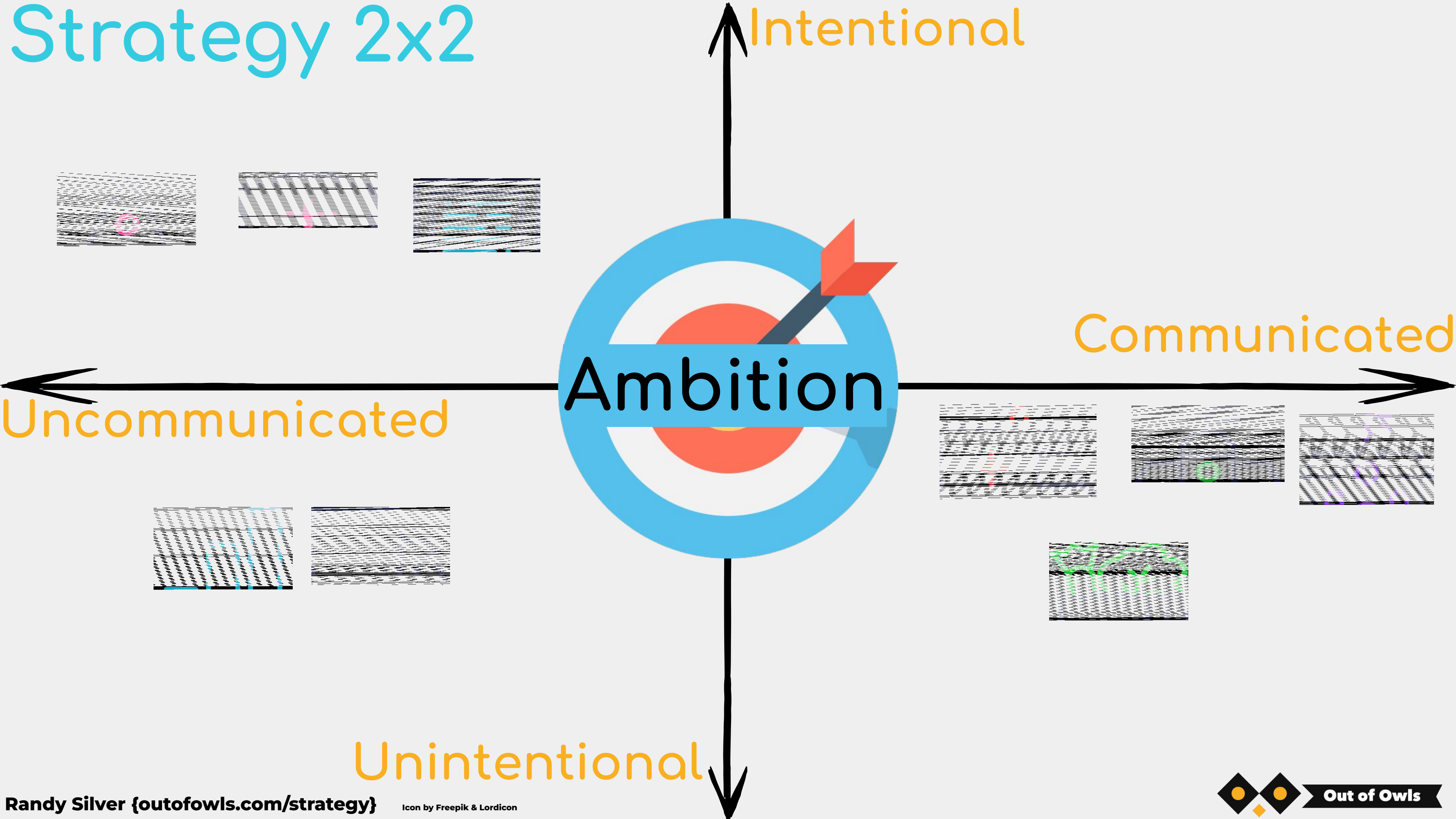
Strategy 2x2



Strategy 2x2

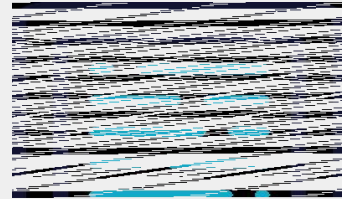
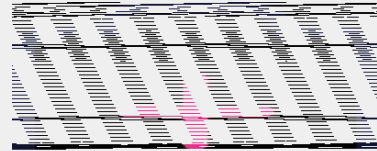
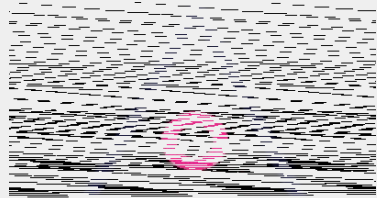


Strategy 2x2



Strategy 2x2

Diagnosis Guiding Policy Coherent Action



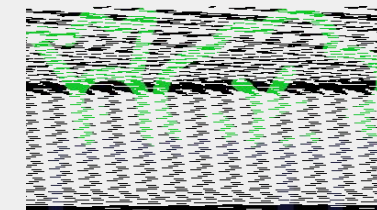
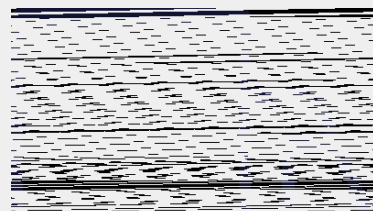
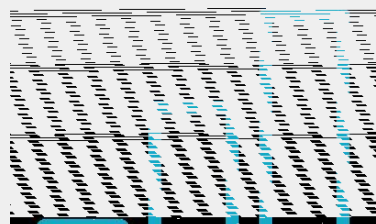
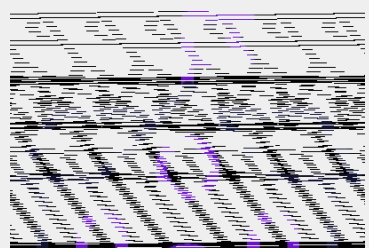
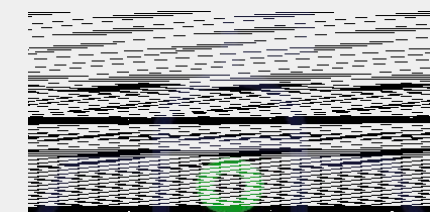
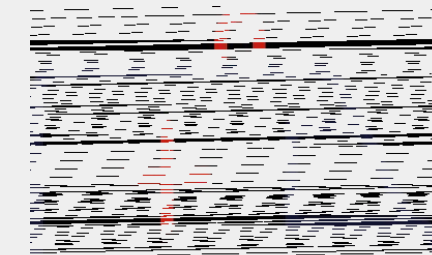
Intentional

Diagnosis Guiding Policy Coherent Action

Uncommunicated

Ambition

Communicated



Diagnosis Guiding Policy Coherent Action

Diagnosis Guiding Policy Coherent Action

Unintentional

Intentional How do we get here?

{Intentional, Communicated}

A set of principles that allows aligned decisions to be made at the appropriate levels of the organisation.

Communicated

OPTION 01
Discover the
answer

OPTION 02

OPTION 03



— OPTION 01
Discover the
answer

— OPTION 02

— OPTION 03

- Find the strategy documentation
 - Publicly traded companies:
Annual reports
 - VC or PE-backed companies:
Board presentations
 - Town hall presentations
- Ask executives what they think it is
- Look for people's bonus measures
and objectives

OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

OPTION 03

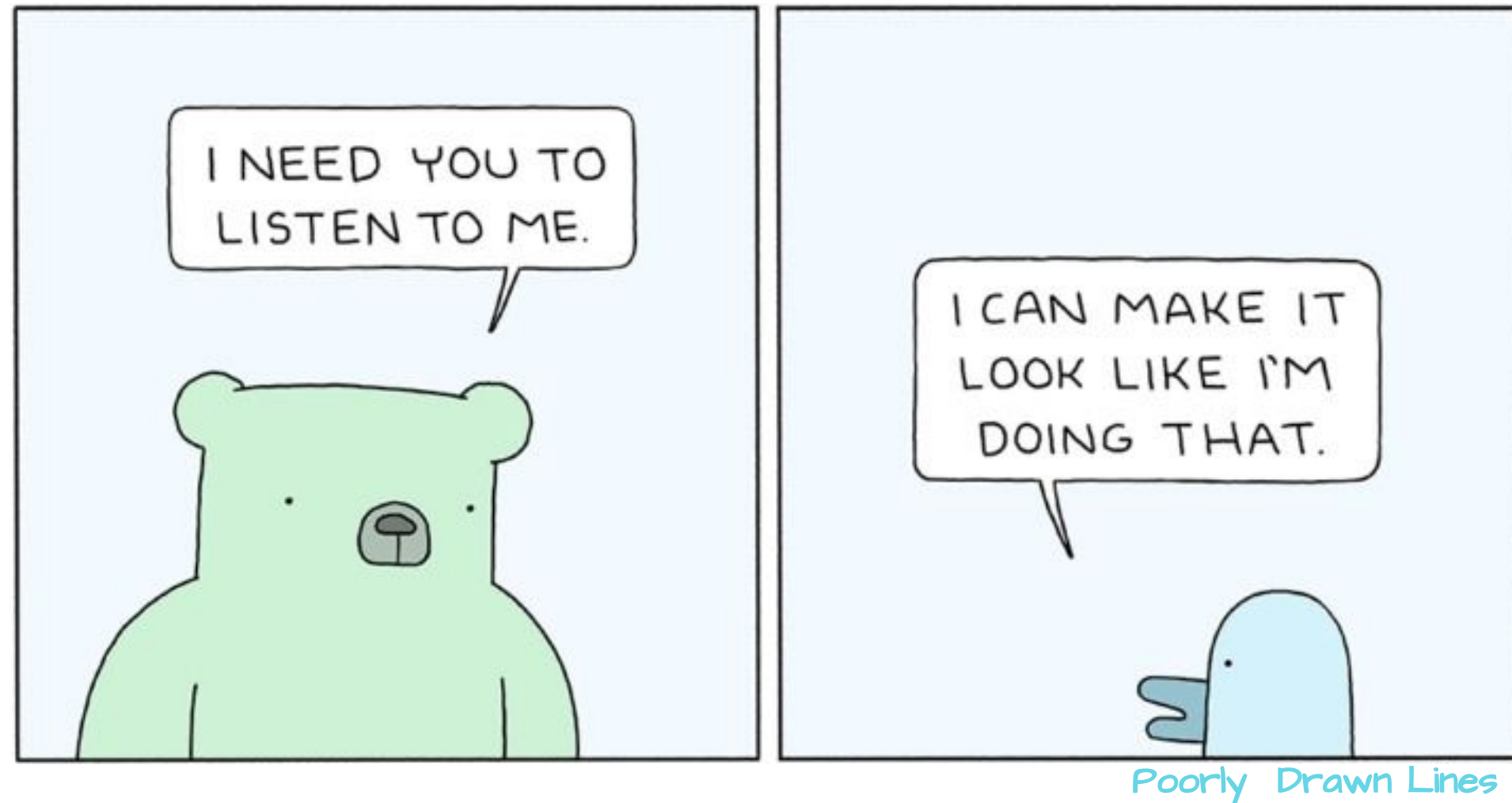


OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

OPTION 03

- Listen for it

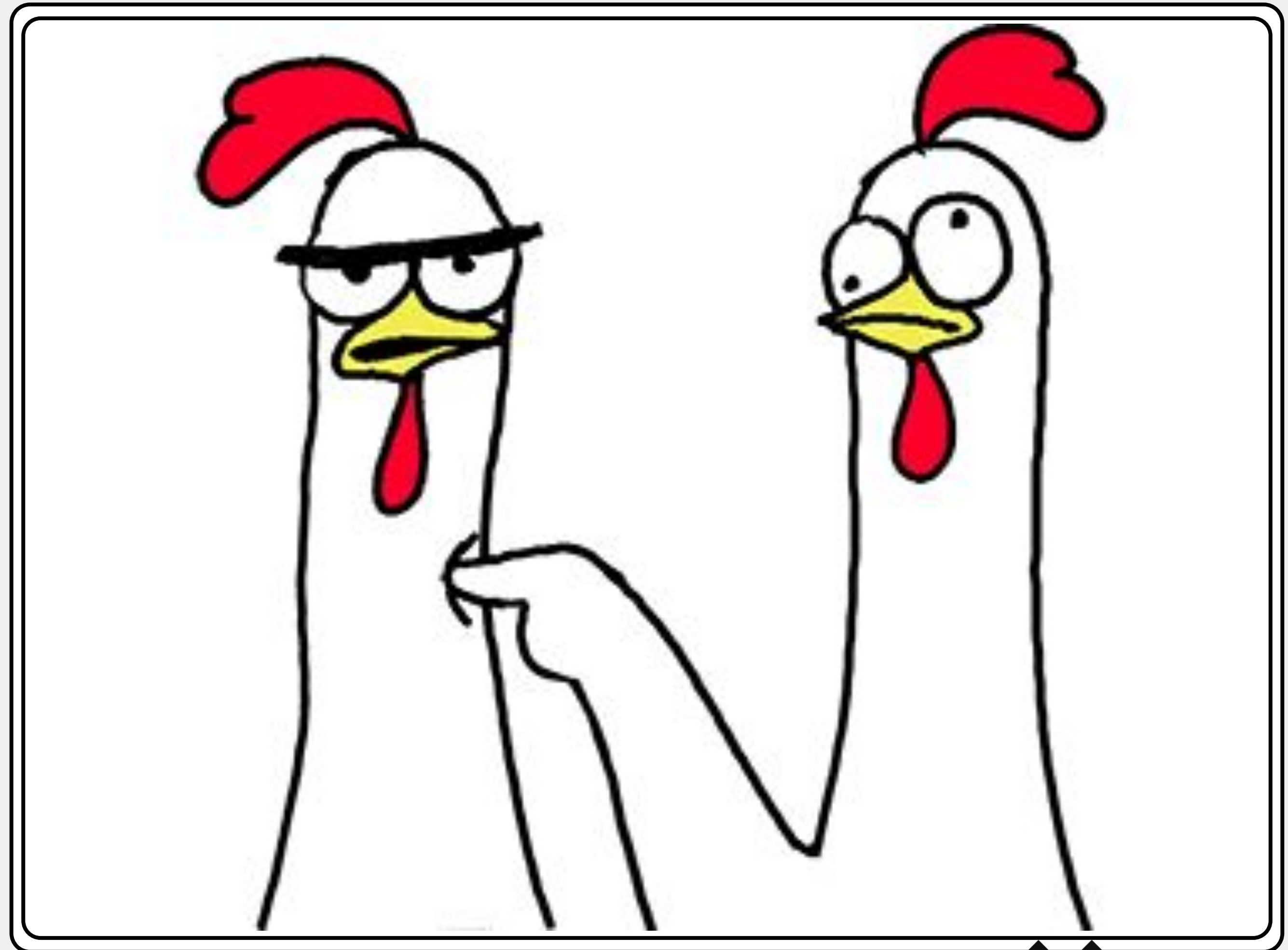


- Map it out: the strategy is the work that's actually being prioritised
 - Opportunity Solution Trees are a great template for this

OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

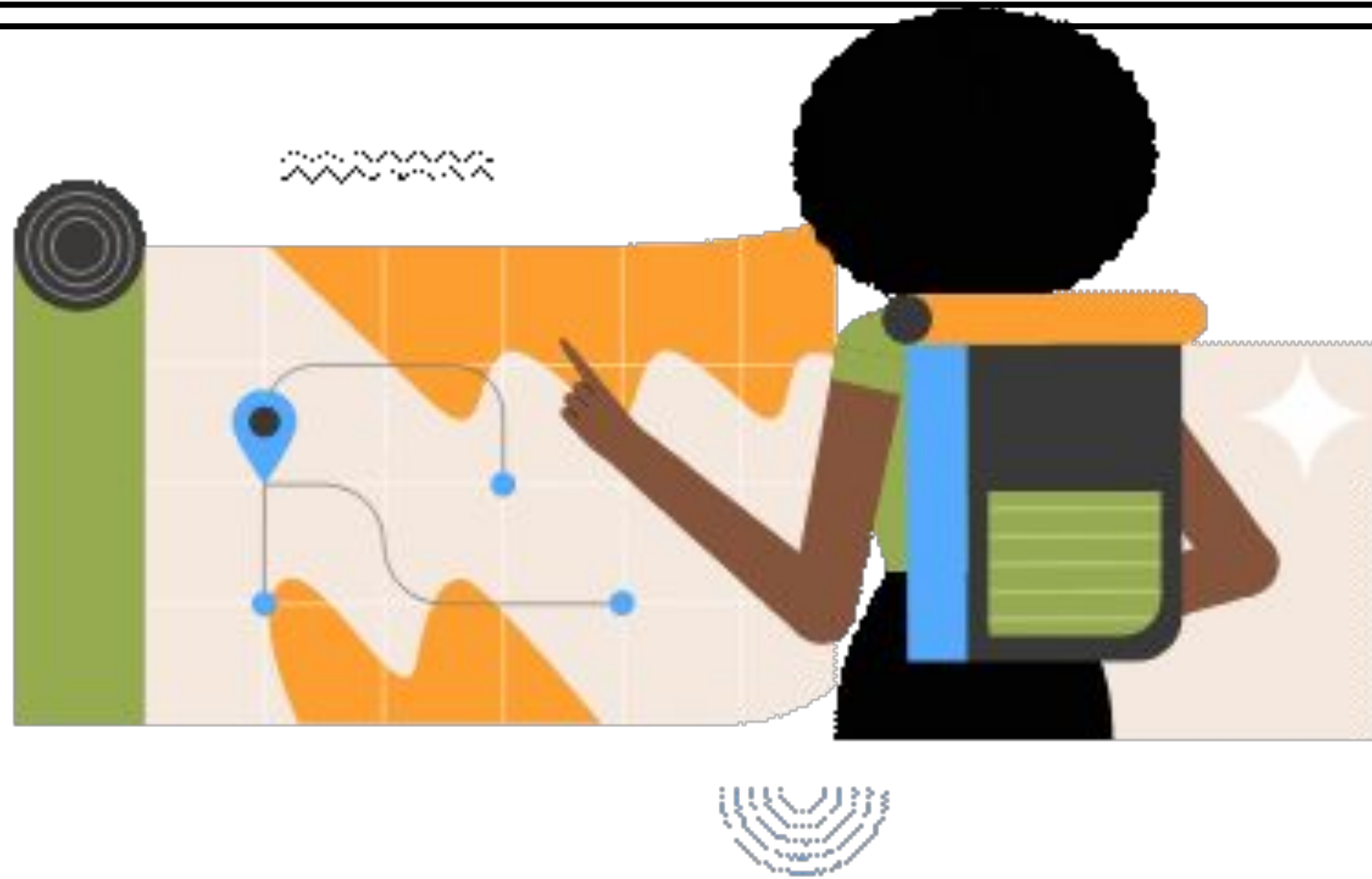
OPTION 03
Provoke a
discussion



OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

OPTION 03
Provoke a
discussion



- Create a (proposed) roadmap - and discuss it in a group setting

OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

OPTION 03
Provoke a
discussion



- Amazon's Press Release exercise is a great approach for this
- or for Civil Service, Write the Minister's Speech

OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

OPTION 03
Provoke a
discussion

- Propose a vision / prototype



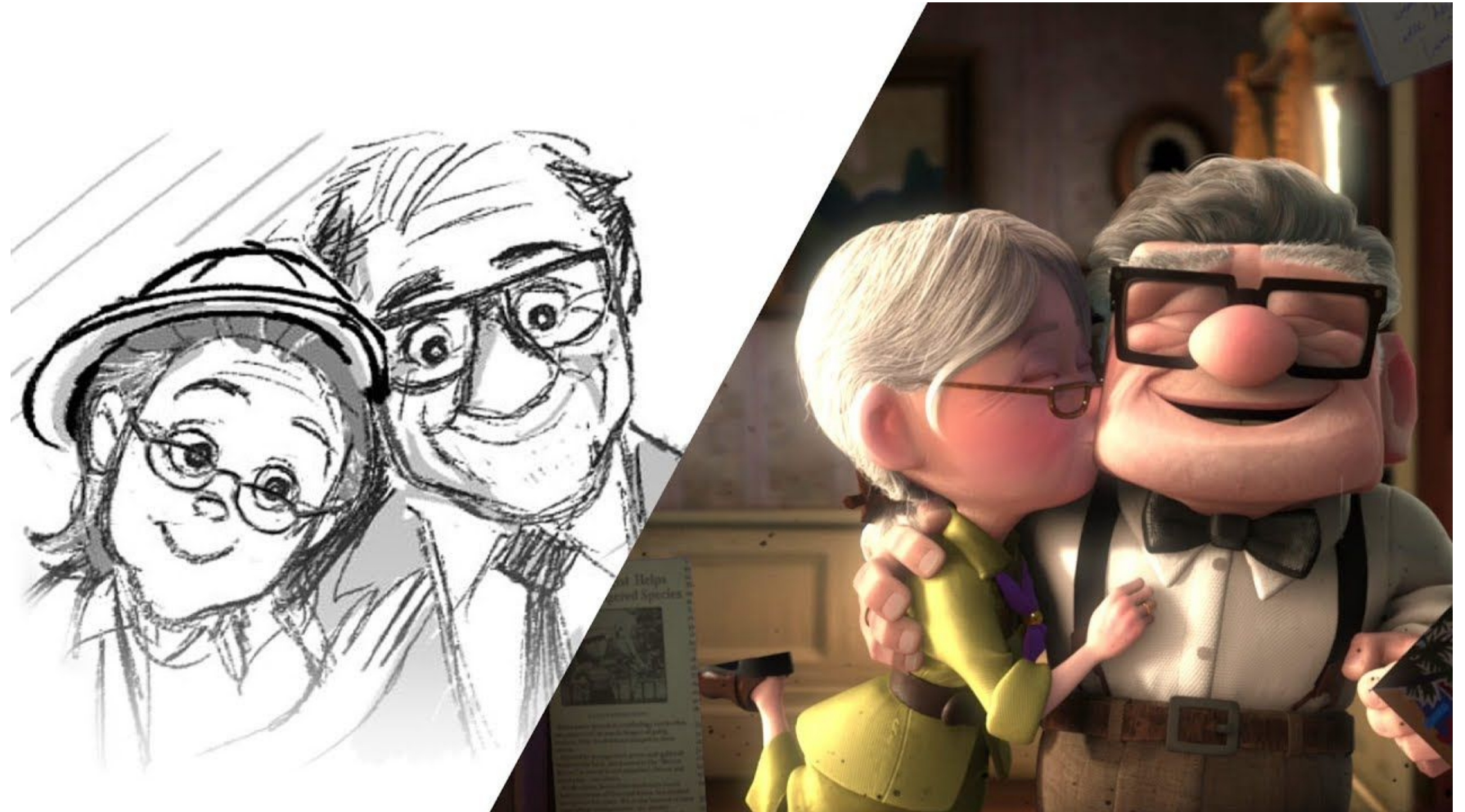
Disney

OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

OPTION 03
Provoke a
discussion

- Propose a vision / prototype



Disney / Pixar

OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

OPTION 03
Provoke a
discussion

- Propose a vision / prototype



Disney / Pixar

OPTION 01
Discover the
answer

OPTION 02
Divine the
answer

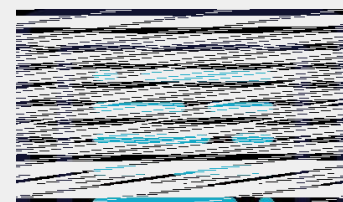
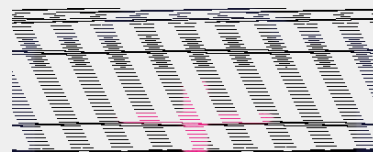
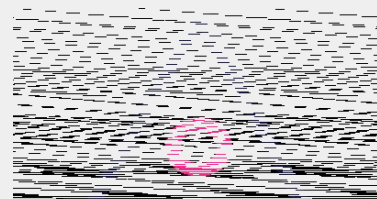
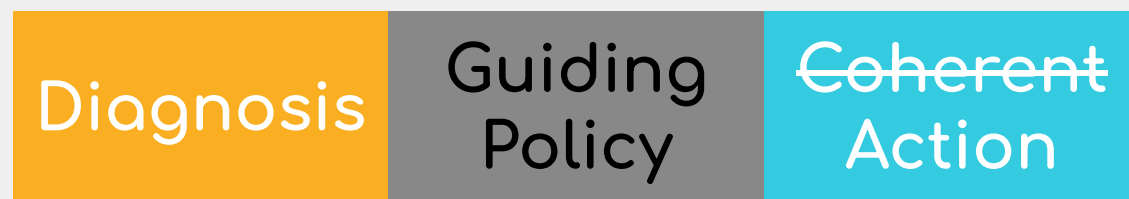
OPTION 03
Provoke a
discussion

- Prod people to discuss the issue

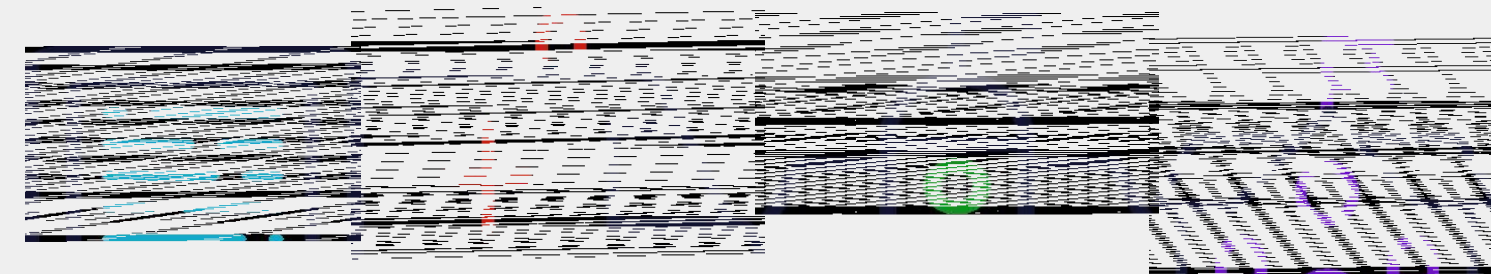


- You'll need the right...
 - situation
 - time
 - tone
 - people
 - person
(someone who has
permission to do so)

Strategy 2x2



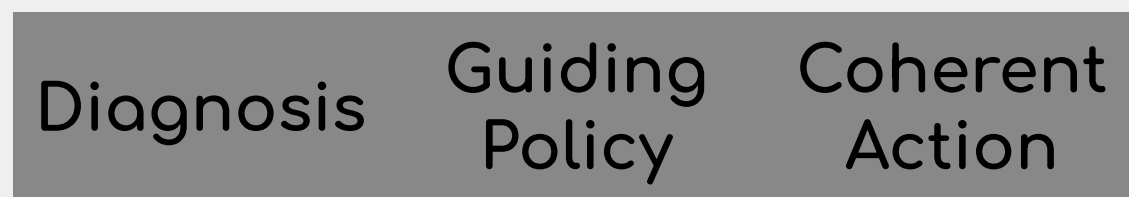
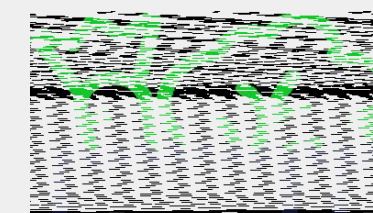
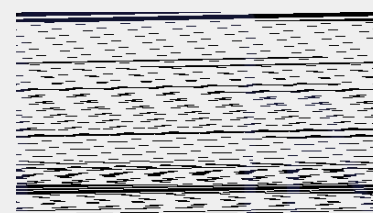
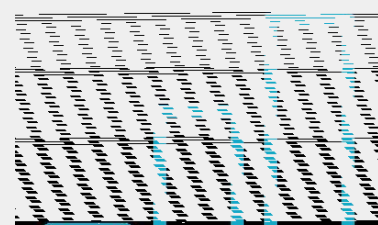
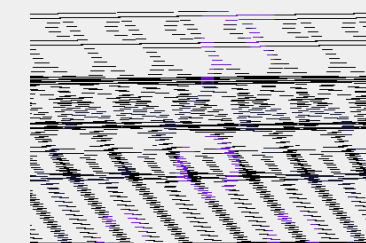
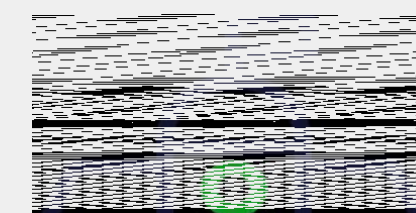
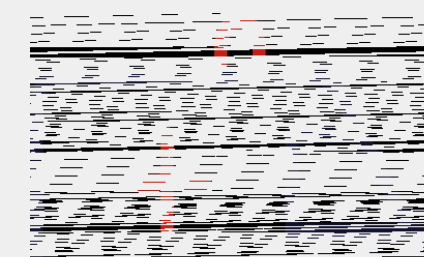
Intentional



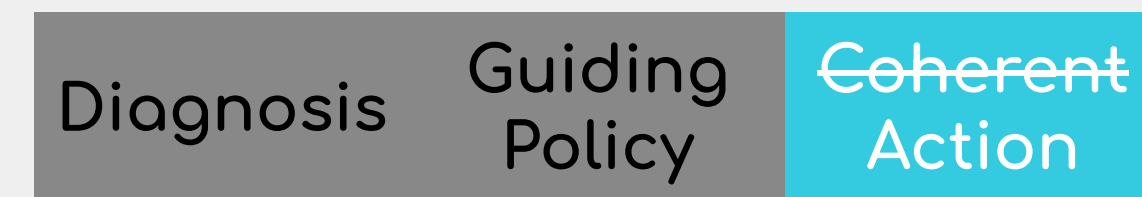
Uncommunicated

Ambition

Communicated



Unintentional



Is it a GOOD strategy?



Is it a GOOD strategy?

1. It is made of choices.
You don't have a strategy if it doesn't identify what you are *not* going to do.
2. It is an integrated set. It is not a list. It is a set of choices that fit together and reinforce one another.
3. The task of strategy is to make choices in areas under the control of the company that together compel desired customer action.

Roger Martin,, revised Sept 2025

Intentional

{Intentional, Communicated}

A set of principles that allows aligned decisions to be made at the appropriate levels of the organisation.

Communicated

Diagnosis

Where are we?

Fact

Guiding Policy

Where are we going?

Ambition

Coherent Action

How do we get there?

Hypothesis

THANK YOU

Stay in touch!

randy@outofowls.com

Get the slides & Strategy 2x2!

outofowls.com/strategy

