

Fails to understand the landscape.

Tends to not fully grasp the components and complexity within its own organisation. Often cannot describe its own basic capabilities.

Fails to understand strategy.

Tends to be dominated by statements that strategy is all about the why but cannot distinguish between the why of purpose and the why of movement. Has little discussion on position and movement combined with an inability to describe where it should attack or even the importance of understanding where before why. Often strategy is little more than a tyranny of action statements based upon meme copying and external advice.

Hence, if you're unsure of where your organisation currently stands, use the above to help you reflect on the state of situational awareness within the company. I've provided this also as a comparison in figure 66 but do remember this is solely a guide for you to discuss and reflect upon your own organisation's state.

Figure 66— Signals of