

April 7-30, 2026



The Strategy Management discipline has been built over several decades of emerging ideas that have been confirmed or refuted by the test of practice. Unfortunately, some of the tested ideas still float around, making it more difficult for us to understand with clarity how Strategy's processes should work.

The Explaining Strategy applicative course is aimed at connecting the dots of the key concepts, theories, and frameworks that are placed at the foundation of the Strategy, providing an integrative view that allows us to separate the signal from the noise in understanding how Strategy should best be built and managed.

We are looking at all available thought processes that we can use to design and implement the Strategy, identifying their inputs & outputs, and understanding what is strictly necessary for an integrated system, and what is redundant, or doesn't fit with the rest.

This course is not only about explaining Strategy. It is also about testing how its concepts work in practice. For this reason, the course sessions are a balanced mix of showing and doing, including an AI-powered process of designing Strategy's and Strategic Plan's models, enabled by [Rapid Strategy](#), a new app that guides participants through the 28 Practice Sessions steps.

Each cohort team member is assisted by AI to define a Case Study, based on a real company profile. Then, the AI-driven workflow goes step by step for building the Strategy models applicable to their case. The team discussions are encouraged and separate virtual meeting rooms are provided during the Practice Sessions.

Explaining Strategy was born from the practice of testing how the key concepts and theories of Strategy work for real people in real organizations.

## Schedule at a glance

	<b>Course Start Date</b>	April 7, 2026
	<b>Course Duration</b>	4 Weeks plus 3h Kick-off meeting 3h Wrap-up meeting
	<b>Course Sessions</b>	3 x 3h live sessions, every Tuesday
	<b>Practice Sessions</b>	3 x 3h live sessions, every Thursday

## Practice Sessions

This is a unique opportunity to test the concepts and methods presented in the course, by using the RapidStrategy app that is available as a practice environment for building the Strategy model and the Strategic Plan model, for each participant's own Case Study. The practice process is AI-driven, giving you an insight into Strategy and AI working together in an incremental multi-step process.

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## What you'll learn:

### Understand Strategy's integrative role

Grasp the essentials of the interdependent relationships between the processes of Strategy Experimentation, Strategy Formulation, and Strategy Execution, and better understand how the outcome of the thinking process from each of them flows into the next, in a closed loop system.

### Get clarity on how Strategy is adaptive

Understand how the traceability of the chains of hypotheses that we employ when deciding on the components of our Strategy's models allows us to find out which of those hypotheses turned out to be invalid and how we adapt our models, as a consequence of that.

### Practice the design of Strategy models

This course is not only theory. We practice what we preach and so can you in the Practice Sessions, during which we will experience the effective team decision-making, enabled by an online platform that allows us to design our own Strategy and Strategic Plan models.

Due to interactivity reasons, there are limited seats available for each cohort. Ready to get clarity on how the full Strategy works? Learn more in the Enrollment page.

Enroll to your time-zone cohort:

[Americas](#)

[EMEA](#)

[ASIA](#)

[PACIFIC](#)

Contact us to learn more about [private/group opportunities](#).



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### Key Concepts

- Strategy's main challenge is to provide the best-fit solutions for specific types of customer Jobs-to-Be-Done.
- Strategy is continuously adaptive because not all hypotheses upon which it is built can be valid.
- Strategy is managed in a continuous, overlapping cycle of formulation and execution that feed into each other.
- Strategy's choices aim to maintain an ambidextrous wave of parallel, transient competitive advantages.
- Strategy's choices are positioning the organization within the market-solutions space, and are selected from a reference cognitive model of choices types.
- Selecting Strategy's choices is enabled by experimentation and based on anticipated influences inferred from the analysis of trends and weak signals.
- Strategy's choices must be supported by a set of required activities and capabilities
- Strategy's execution must close the gaps between the existing and the desired positioning and between the existing and the required capabilities and activities.
- Strategy's execution is driven by the cause-effect related and aligned objectives achieved through the effects of initiatives with monitored outcomes.

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## The course structure:

### Kick-off session

#### Items:

- Sessions Intro
- Framework Intro
- Sessions Agenda
- Practice Platform

### Strategy Formulation 1

#### Stages:

- I. Product Experiments
- II. Choices Experiments
1. Trends & Signals Spyglass
2. Choices Compass

### Strategy Formulation 2

#### Stages:

3. Capabilities Factory
4. Gaps Closing Scheduler
5. Feasibility & Viability Gateway

### Strategic Planning

#### Stages:

6. Planning Board
7. Alignment Concerto
8. Operations Bridge

### Strategic Plan Execution

#### Stages:

9. Execution Pit Stop
10. Hypotheses Test Bench

#### Items:

- Wrap-up & Conclusions

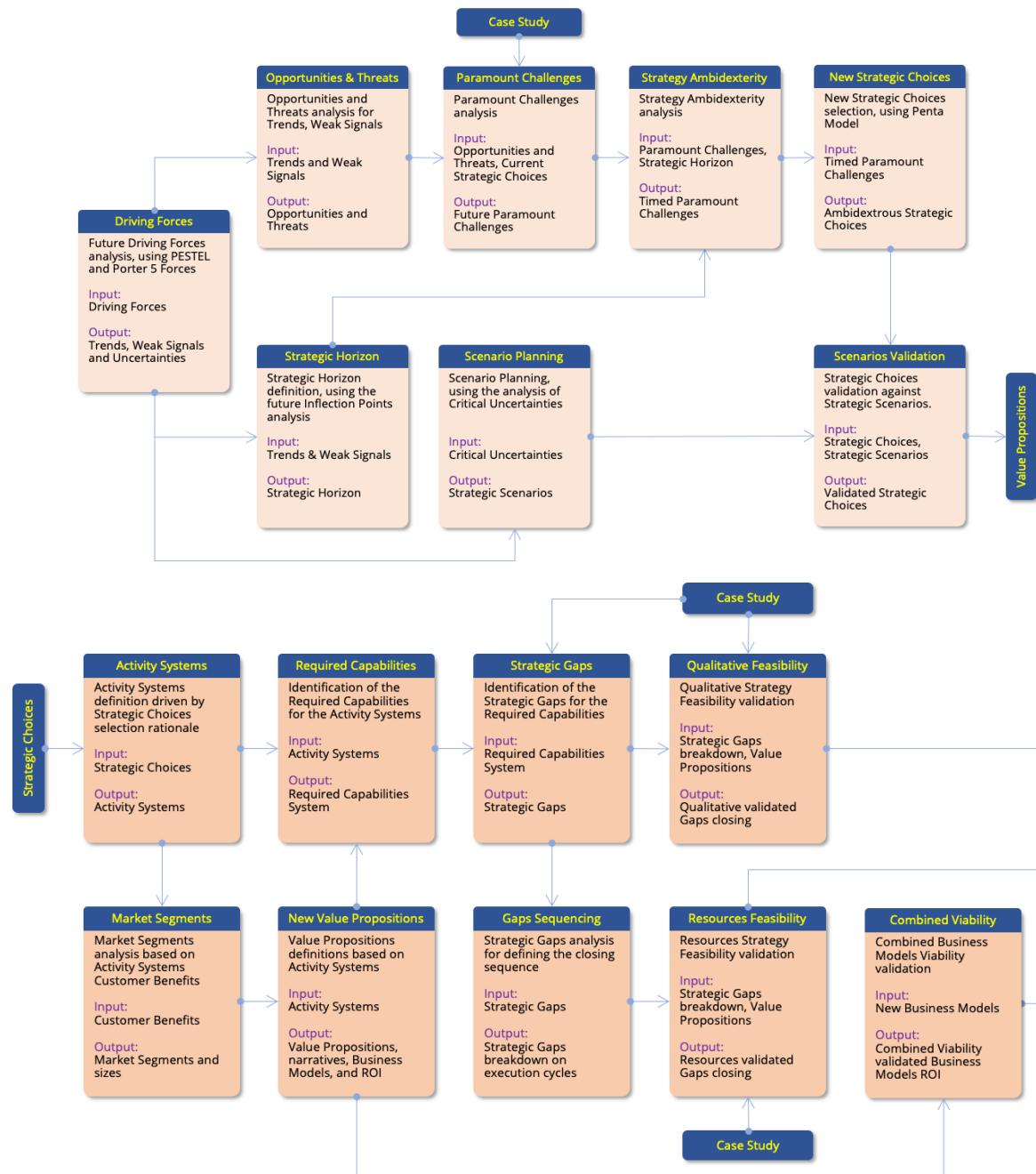
### Case Teamwork

- The course is organized on four cohorts of maximum 5 people, which form a team.
- Each team works during the coach-lead practice sessions on creating a Strategy model and a Strategic Plan model for the case that they selected from a set of cases available or proposed by a team member.
- At each step of the methodology, the workspace AI-powered app suggest model components that must be decided upon for that step, then the process advances to the next step.
- The [RapidStrategy](#) app workspace uses 28 steps that provide a separate course participant environment working on their own Case Studies.
- The platform facilitates the communication between team members during the practice sessions, as well as outside of the session times, 24/7 every day, for the whole duration of the course.
- A separate video-conferencing platform is made available 24/7 to each team for instant team meetings related to the case study practice exercise, together with a discussions board for off-line team conversations.
- The course runs on the  **DISCO** platform.

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## Workflow:

Identify the steps of the practice workflow that represents each participant's journey through the process of developing the Strategy for their Case Study company and building the Strategic Plan for implementing it.



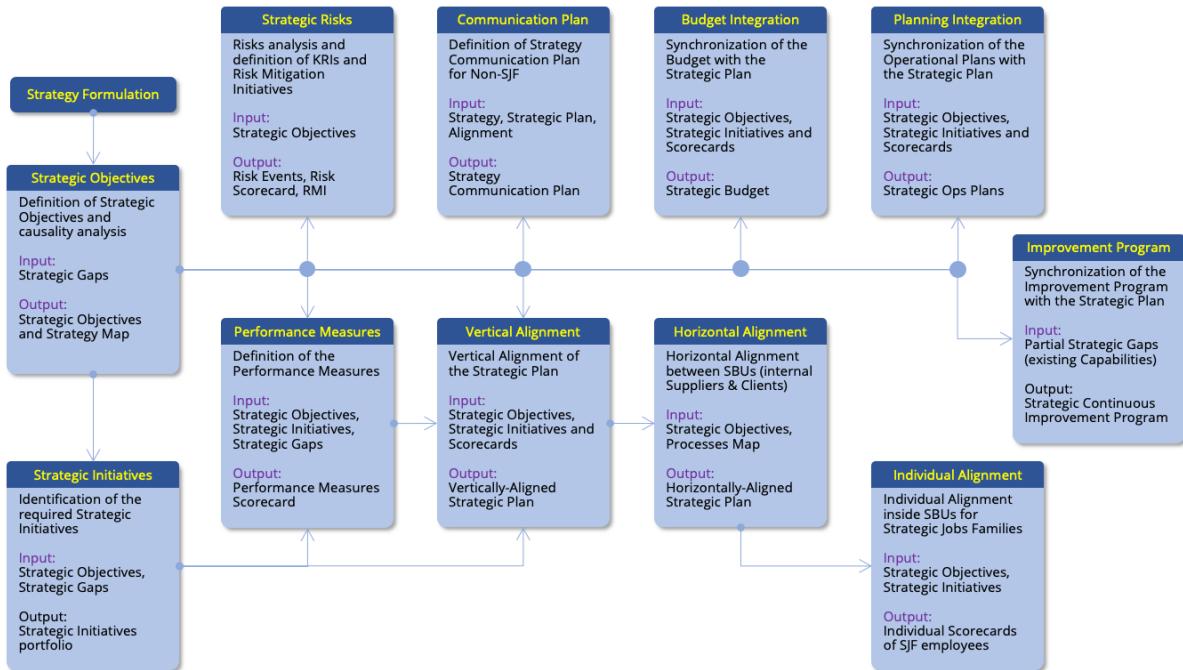
# Explaining Strategy

Connecting the dots of Strategy's cycle

Learn and Practice LIVE with  
**MIHAI IONESCU**  
... and AI

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## The Practice Workflow (continued)



## The user interface (the [RapidStrategy](#) platform screenshot)

**The Case**

**Case Details**  
The companies cases, based on which we formulate the Strategy and build the next Strategic Plan.

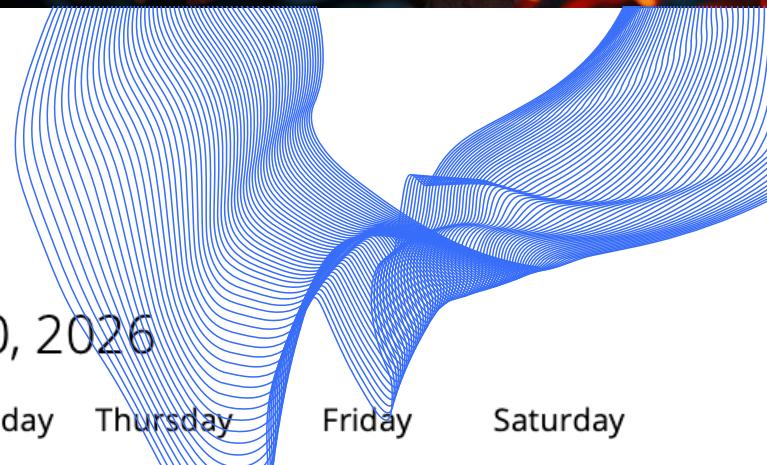
COMPANY	INDUSTRY	COUNTRY	MARKET
The Language School (Active)	Business Educational Services	Poland	B2B
Michelin	Auto Parts & Tire Manufacturing	France	B2B + B2C

**Case Edit**

Company Name: The Language School  
Industry: Business Educational Services  
Country: Poland

Intro Description: This private company supplies language training courses and language skills assessment services to  
Core Activity: Foreign languages training & assessment  
Operations: A Direct sales team plays a dual role, upselling or cross-selling to the corporate customers, as account

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## The cohort schedule:

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Sunday      Monday      Tuesday      Wednesday      Thursday      Friday      Saturday

			April 1	April 2	April 3	April 4
April 5	April 6	April 7 Kick-off session Induction	April 8	April 9 Strategy Formulation Course 1	April 10	April 11
April 12	April 13	April 14 Strategy Formulation Course 2	April 15	April 16 Strategy Formulation Practice 1	April 17	April 18
April 19	April 20	April 21 Strategy Execution Course 3	April 22	April 23 Strategy Execution Practice 2	April 24	April 25
April 26	April 27	April 28 Full Strategy Cycle Practice Ext	April 29	April 30 Wrap-up Session Summary	8 live, online sessions each session duration: 3h total duration: 24h course span: 4 weeks	

For more information about the course and enrollment, visit the course website:

<https://explaining-strategy.com>

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## The sessions times:

Each cohort has allocated a time mapped against specific time-zones, allowing everybody to attend one of the three live sessions delivered during each day of the course, irrespective of where they live in the world.

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Time Zones      Regions, Countries (examples)

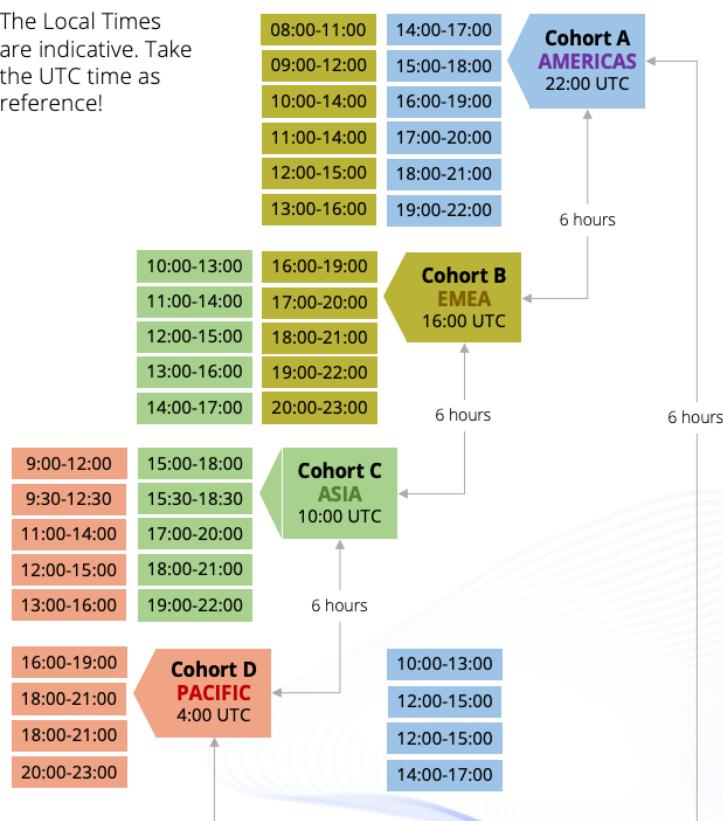
PDT (UTC-8)	Pacific US, British Columbia, Mexico (Baja)
MDT (UTC-7)	Mountain US & Canada, W Mexico
CDT (UTC-6)	Central US & Canada, Mexico, Costa Rica, Honduras
EDT (UTC-5)	Eastern US & Canada, Colombia, Ecuador, Peru
BOT (UTC-4)	W Brazil, Bolivia, Puerto Rico, Dominican Republic
BRT (UTC-3)	E Brazil, Argentina, Uruguay, Paraguay, Chile

The Local Times are indicative. Take the UTC time as reference!

BST (UTC)	UK, Portugal, Iceland, Western Africa
CET (UTC+1)	Western & Central Europe, NW Africa, Egypt
EET (UTC+2)	Eastern Europe, Central Africa
AST (UTC+3)	Middle East, KSA
GST (UTC+4)	United Arab Emirates, Oman

PKT (UTC+5)	Pakistan
IST (UTC+5:30)	India, Sri Lanka, Bangladesh
WIB (UTC+7)	South-East Asia, W. Indonesia
SGT (UTC+8)	Singapore, Philippines, E. Indonesia, W. Australia
JST (UTC+9)	Japan, South Korea, Eastern Indonesia

AEDT (UTC+11)	Eastern Australia
NZDT (UTC-11)	New Zealand
HST (UTC-10)	Hawaii
AKST (UTC-9)	Alaska



The course is delivered by:

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