Explaining Strategy
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The Adaptive Strategy

Webinar & Course Preview

October 9, 2024

"It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most **adaptable** to change"

Charles Darwin

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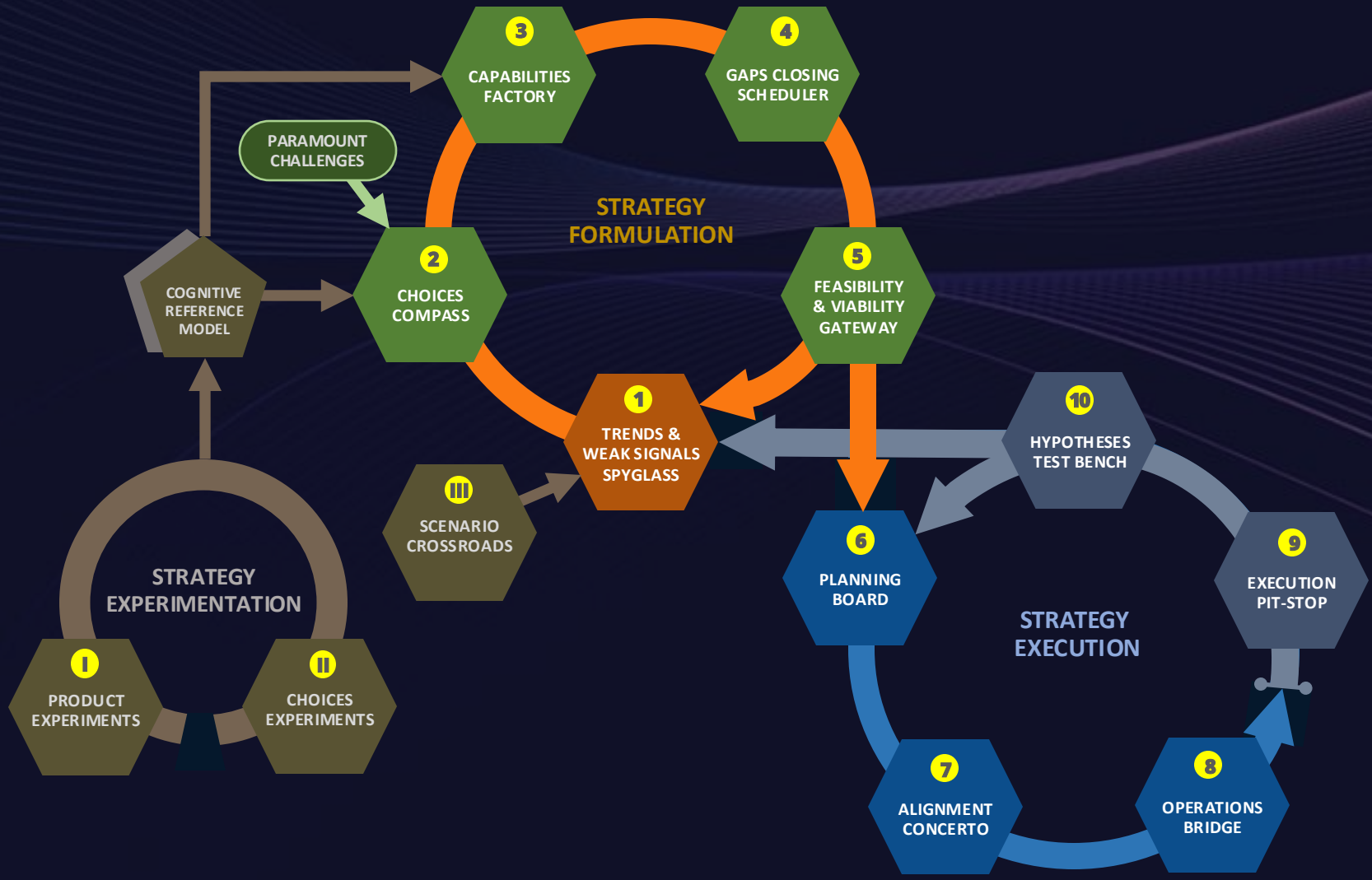
The Strategy Cycle



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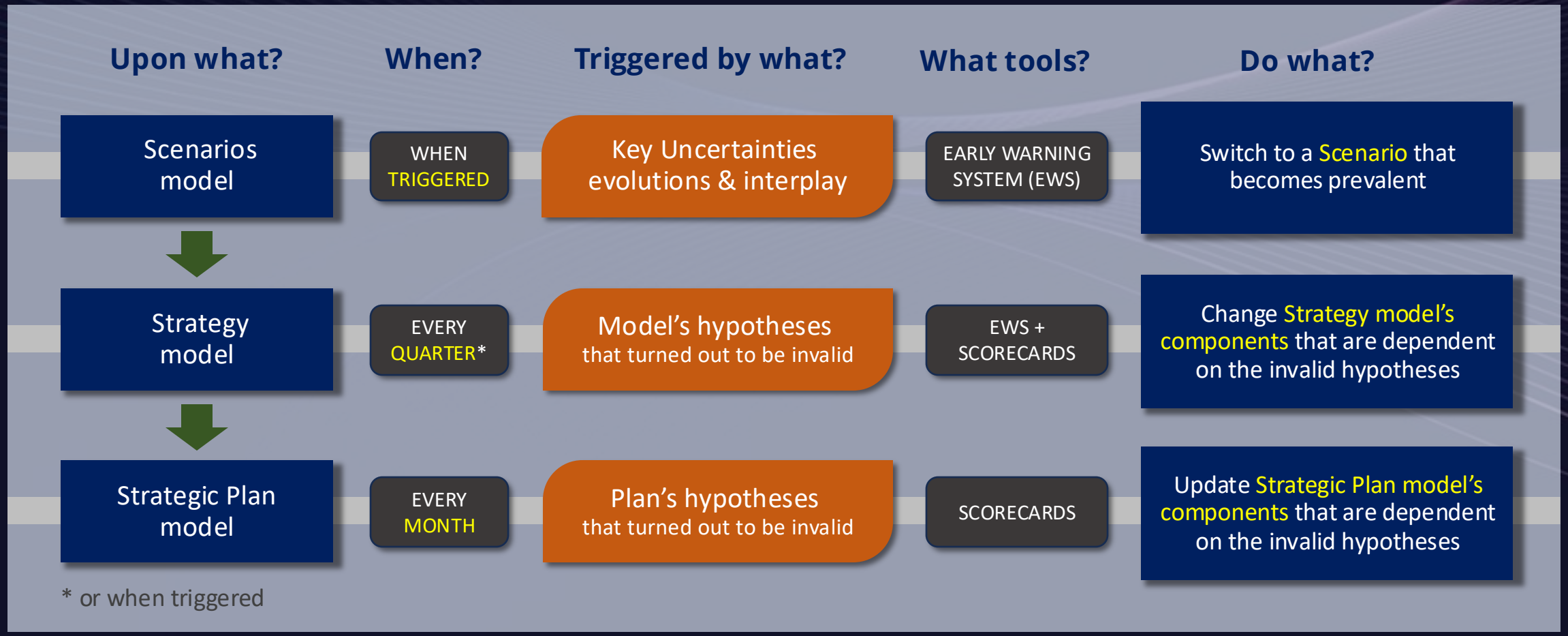
Strategy Adaptation: Three Processes



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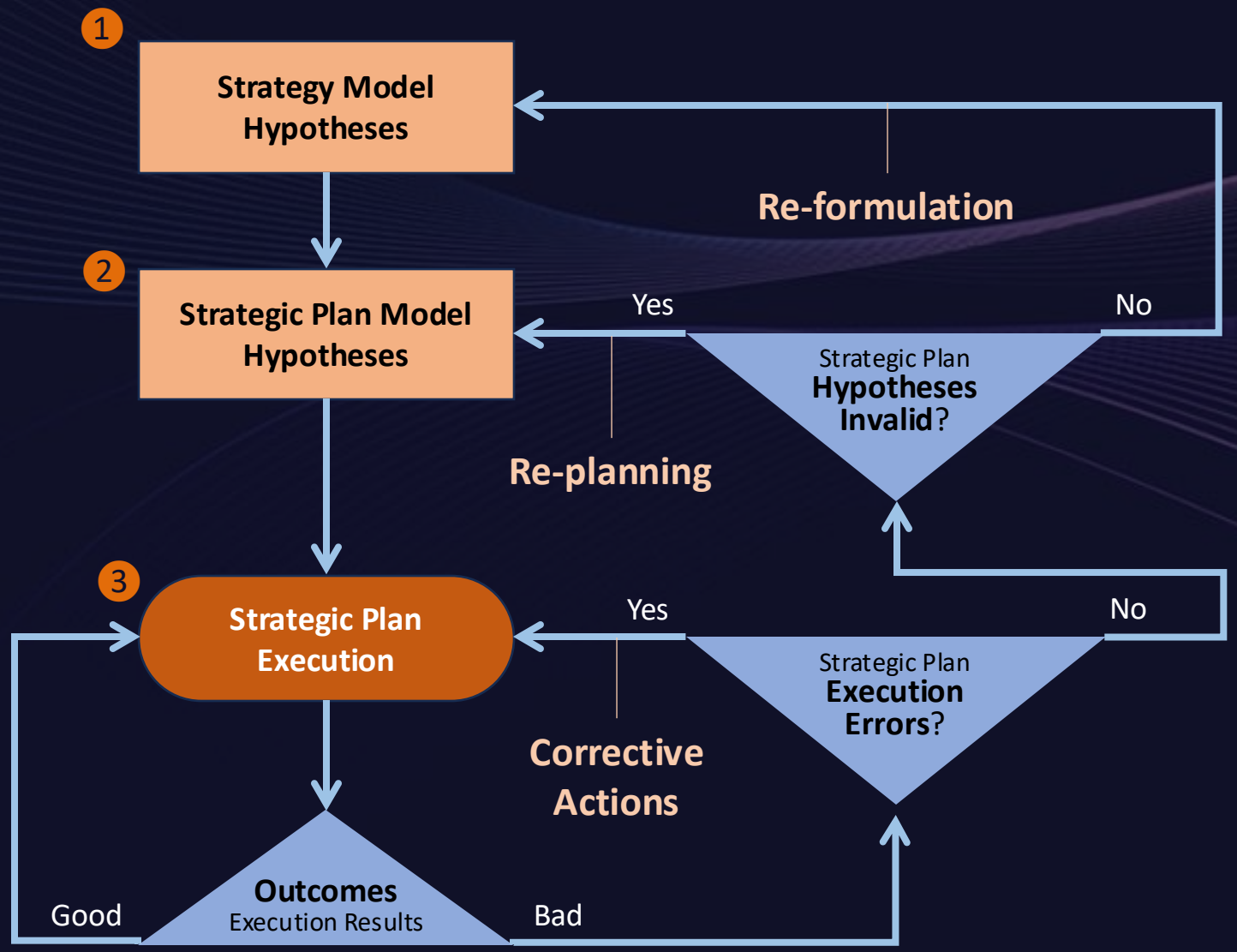
Strategy Review Decisions Logic



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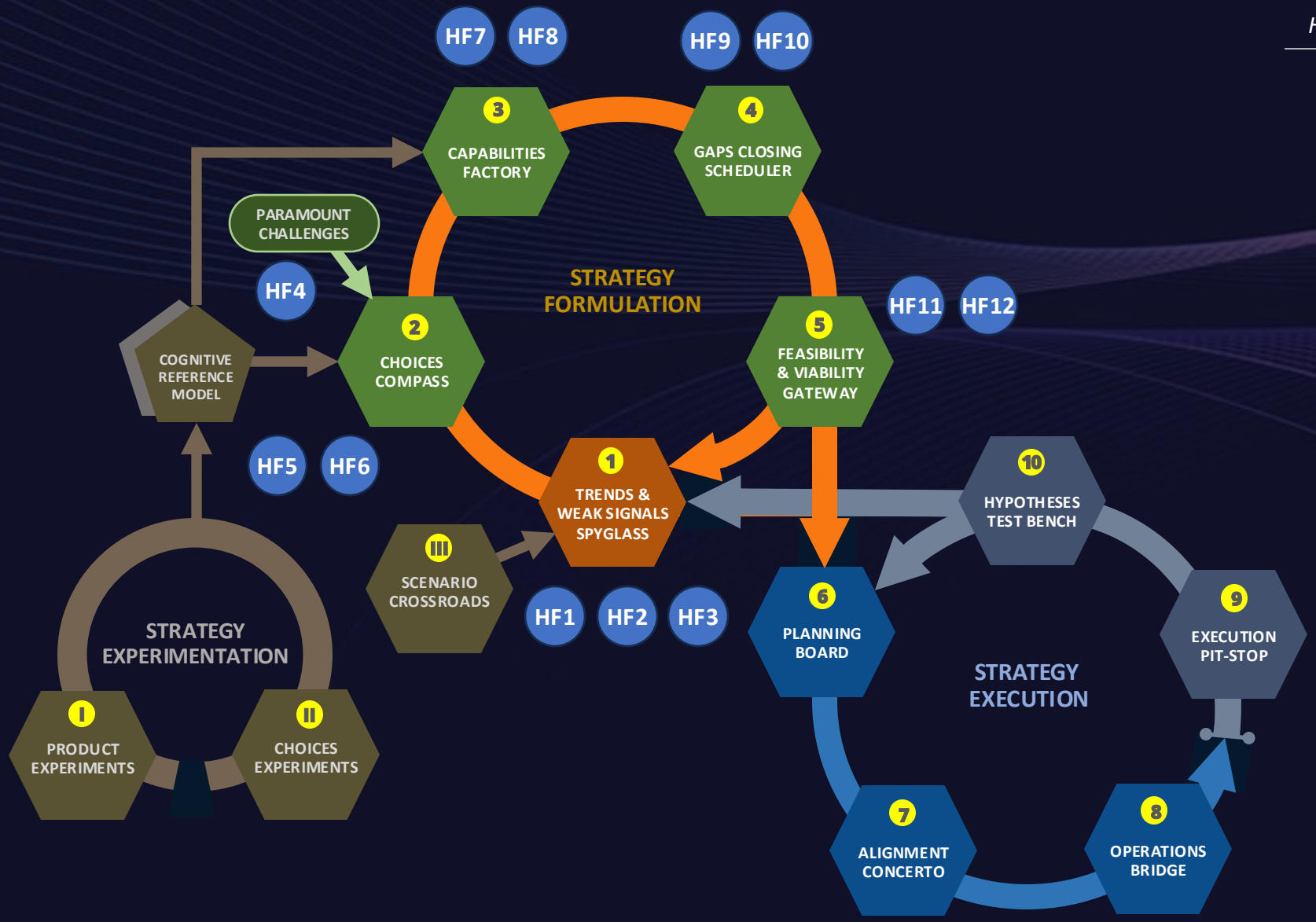
The Chains of Strategy Hypotheses



Hypotheses types employed within the Strategy Model

- **HF1** Trends, Uncertainties, Weak Signals
- **HF2** Strategic Scenarios definition
- **HF3** Strategic Horizon definition
- **HF4** Paramount Challenges definition
- **HF5** Value Propositions definition
- **HF6** Strategic Choices selection
- **HF7** Activity System identification
- **HF8** Coherence Gaps identification
- **HF9** Coherence Gaps closing precedence
- **HF10** Strategic Gaps closing breakdown
- **HH11** Strategy Feasibility validation criteria
- **HF12** Strategy Viability validation criteria

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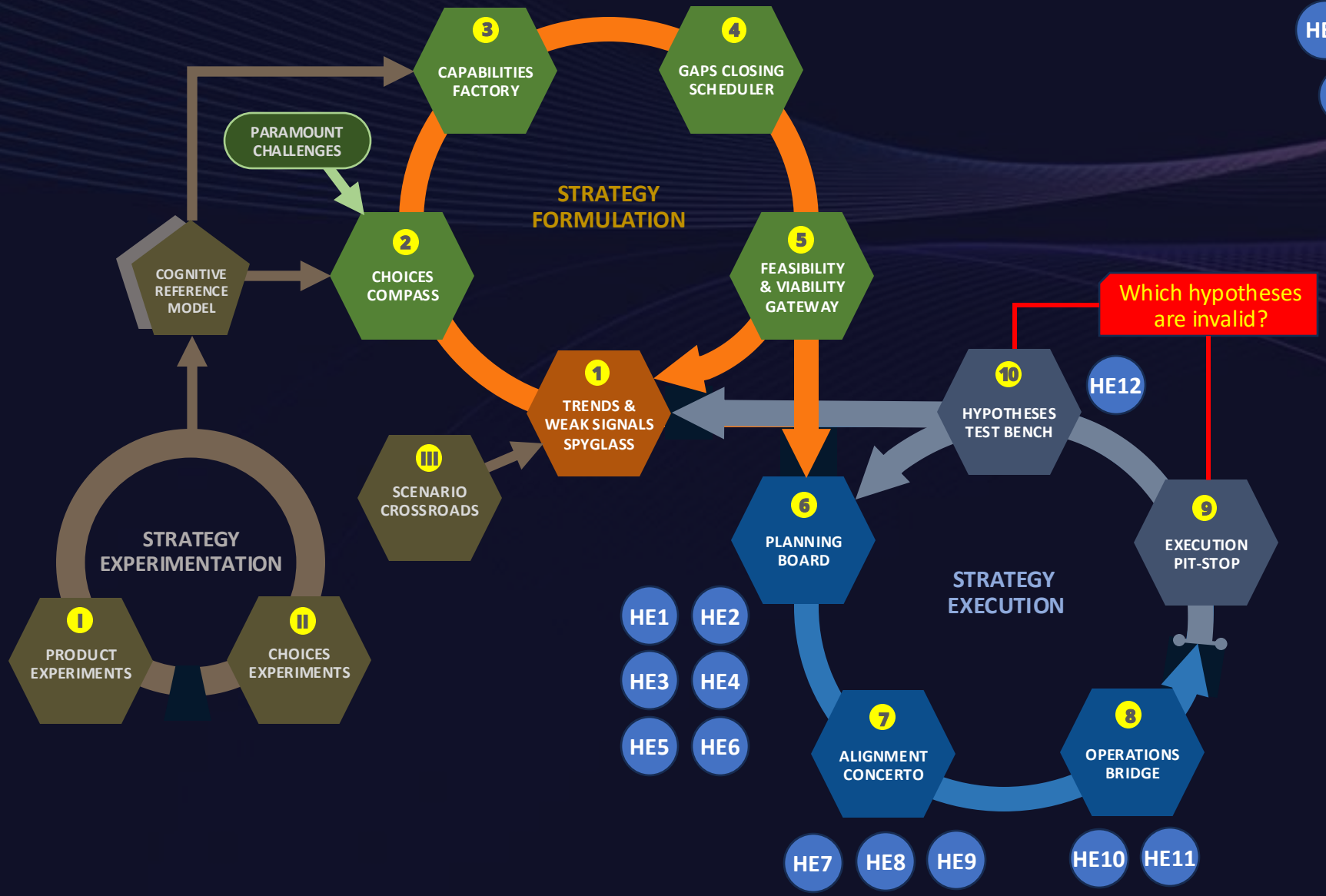
The Chains of Strategy Execution Hypotheses



Hypotheses types employed within the Strategic Plan Model

- HE1 Aggregation of Strategic Gaps into Objectives
- HE2 Cause-Effect Relationships identification
- HE3 Strategic Initiatives definition & scoping
- HE4 Lead / Lag KPIs identification & weights
- HE5 Targets Tree calculation
- HE6 Risk Events & KRIs identification
- HE7 Vertical Alignment contributions
- HE8 Horizontal Alignment identification
- HE9 Individual Alignment & Communication
- HE10 Strategy integration into the Budget
- HE11 Strategy integration into Ops Planning
- HE12 Early Warning System definition

Strategy Adaptation articles

The Chains of Strategy Hypotheses (2016)

https://www.linkedin.com/pulse/chain-strategy-hypothesis-mihai-ionescu

The Adaptive Strategy System (2016)

https://www.linkedin.com/pulse/adaptive-strategy-system-mihai-ionescu

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The Course Framework

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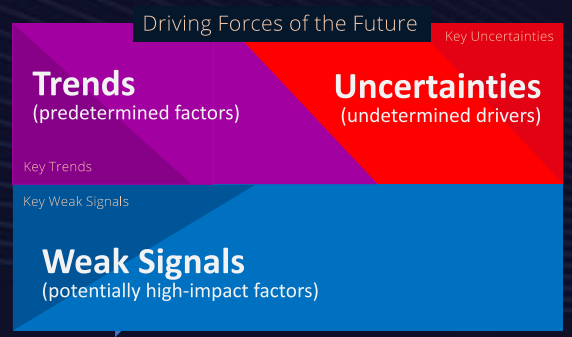
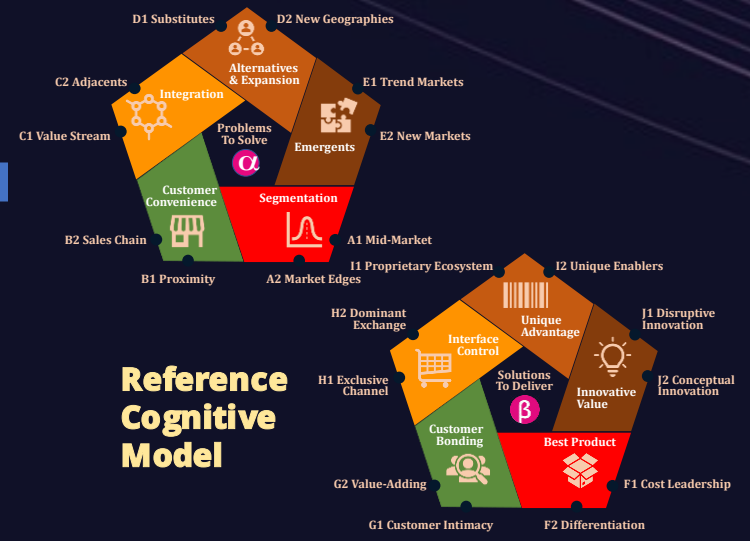
Strategy's Foundation



The Strategic Analysis

Paramount Challenges

The Current Strategy



Reference Cognitive Model

The New Strategy

Strategic Choices
to addres the Challenges

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The Competitive Advantages

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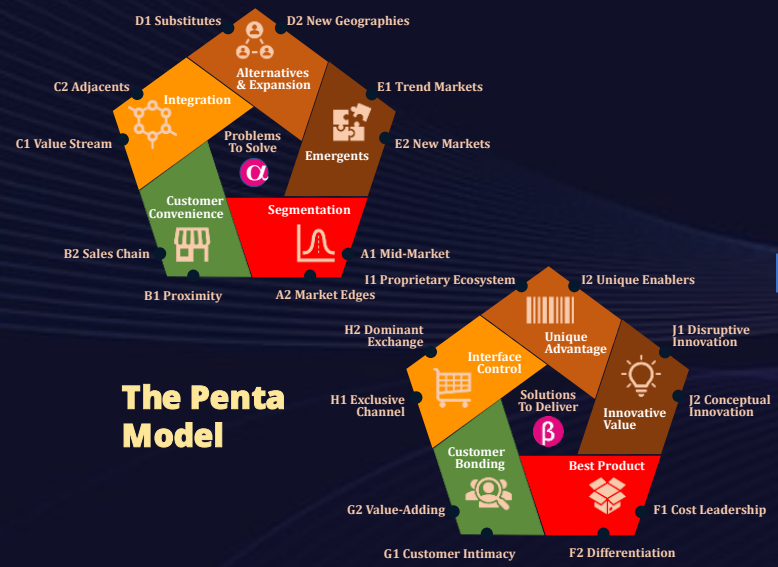
Strategy's guiding logic

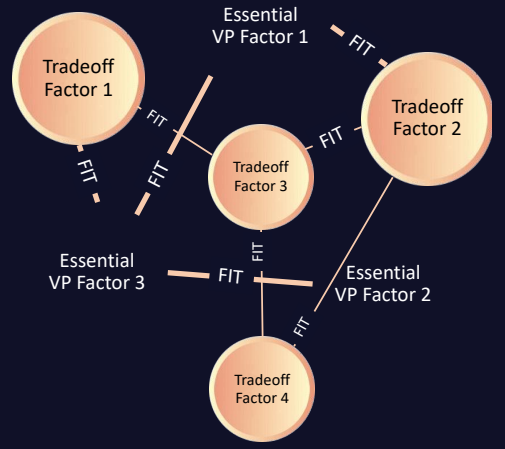
The Paramount Challenges



The New Strategic Choices

The Required Capabilities

KP Key Partners Partners, Suppliers and relationships with them	**CH** Sales Channels Direct & indirect sales channel agents and relationships with them	**CR** Customer Relations Customer interactions along their ife cycle
KA Key Activities Core processes in the Value Chain, core and support acivities	**KA** Management Systems Core methods, procedures, work rules, frameworks for managing the Key Activities	
OR Organizational Resources Business Units, Organizational Structure, Infrastructure, Logistics, Readiness	**TI** Tools & Instruments Instrumentation and Information Systems for the Management Systems	
CS Competency & Skills Professional Expertise, qualifications, abilities	**KI** Knowledge & Information External stakeholders info, internal processes & technology know-how	**AB** Attitudes & Behaviors Cultural traits, leadership, work environment, creativity, performance



Value Propositions Activity System

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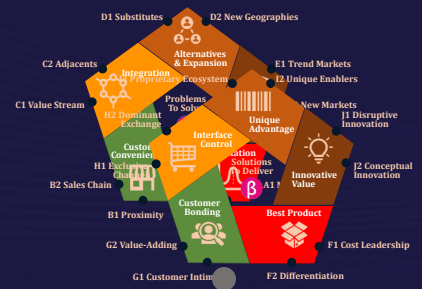
The Missing Link

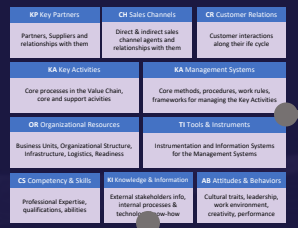
Strategy Formulation

Strategic Analysis

Paramount Challenges



Strategic Choices



REQUIRED
Activity+Capability Systems

EXISTING
Activity+Capability Systems

compare

Strategic Gaps

The Missing Link

Strategy Execution

Strategic Objectives

Strategic Initiatives & Measures

Strategy Outcomes

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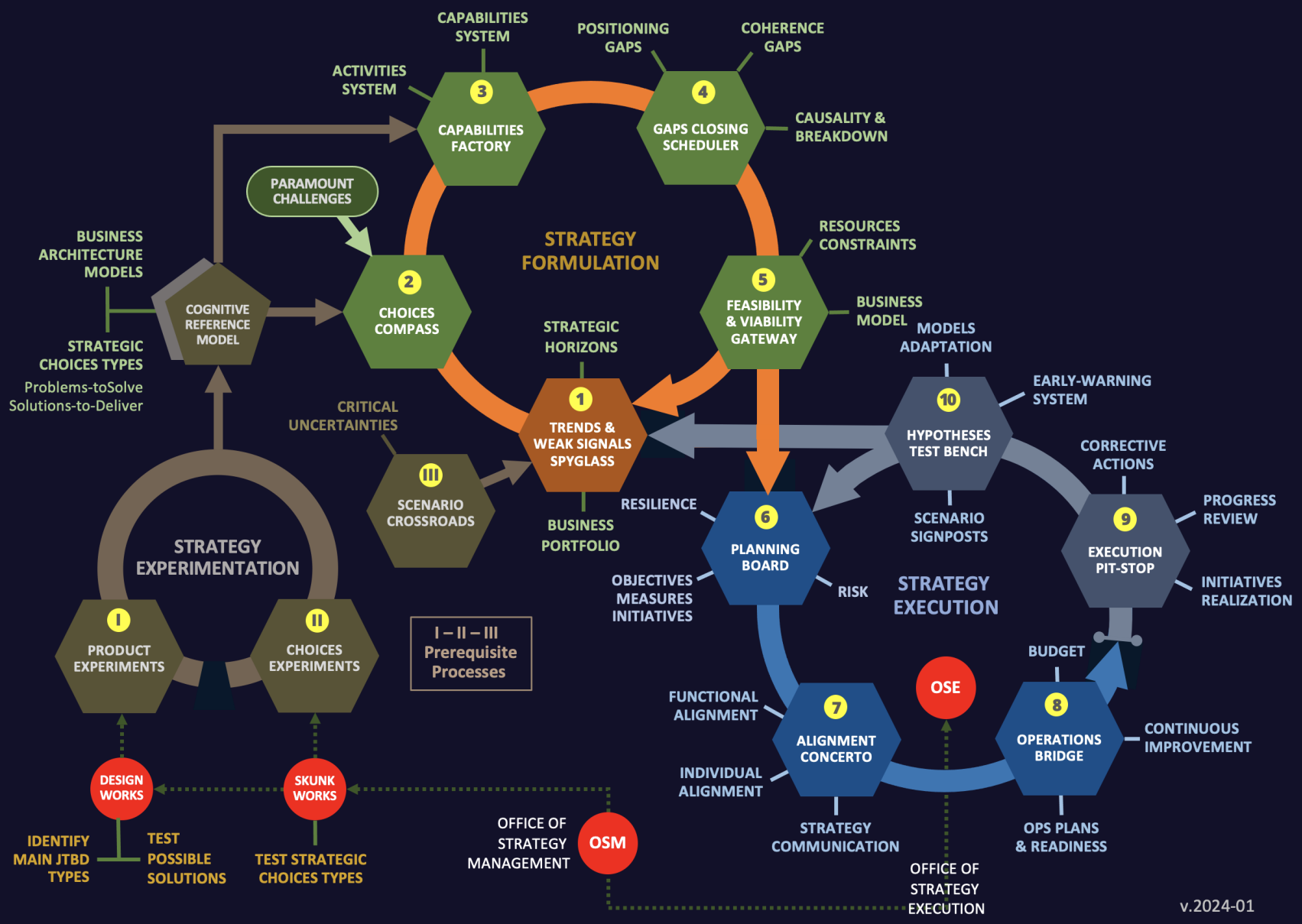
The Course Framework



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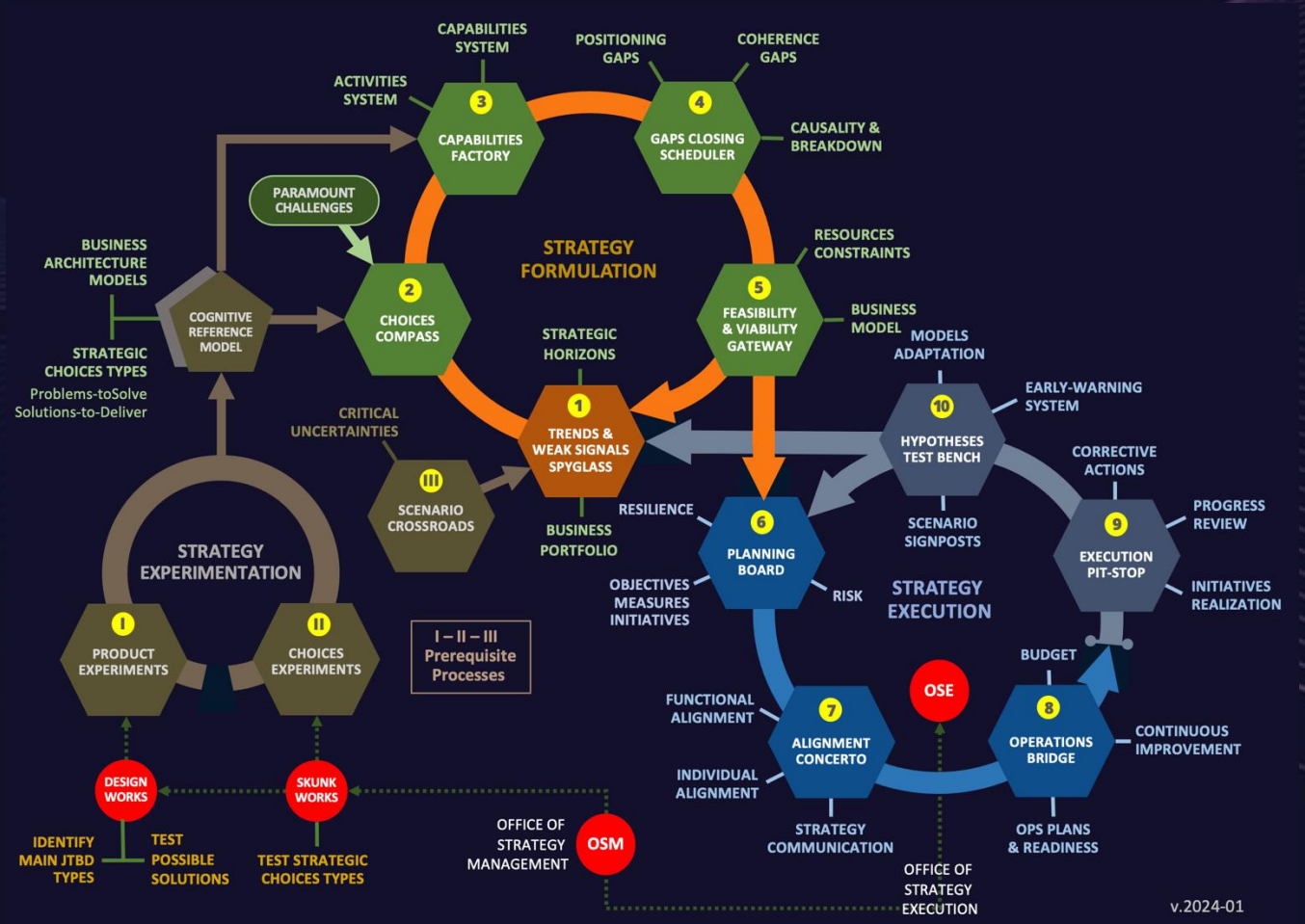
The Course Modules

	Kick-off session	**Items:** • Sessions Intro • Framework Intro • Sessions Agenda • Practice Platform
Week 1	**Strategy Formulation 1**	**Stages:** **I.** Product Experiments **II.** Choices Experiments **1.** Trends & Signals Spyglass **2.** Choices Compass
Week 2	**Strategy Formulation 2**	**Stages:** **3.** Capabilities Factory **4.** Gaps Closing Scheduler **5.** Feasibility & Viability Gateway
Week 3	**Strategic Planning**	**Stages:** **6.** Planning Board **7.** Alignment Concerto **8.** Operations Bridge
Week 4	**Strategic Plan Execution**	**Stages:** **9.** Execution Pit Stop **10.** Hypotheses Test Bench **Items:** • Wrap-up & Conclusions
	Wrap-up session	**Items:** • Course Summary • Key Learning Points • Course Feedback • Follow-up Activities



10 Sessions x 3h = 30 hours (4 weeks)

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Module #1

Strategy Formulation 1

Course Session

- Strategy Experimentation
- Strategic Analysis
- Scenario Planning
- Strategic Choices Selection

Practice Session

- Design & Skunk Works Toolkits
- Zones-to-Win Toolkit
- Strategic Horizons Toolkit
- Scenario Planning Toolkit
- Choices Selection & Mapping Toolkit

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Module #2

Strategy Formulation 2

Course Session

Required Activities & Capabilities
The Strategic Gaps
Gaps Closing Causality & Breakdown
Feasibility & Viability Validation

Practice Session

Choices to Activities Toolkit
Activities to Capabilities Toolkit
Strategic Gaps Toolkit
Gaps Closing Planning Toolkit
Validation Gateway Toolkit

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Module #3

Strategic Planning

Course Session

- Strategic Objectives & Causality
- Performance, Risk, Resilience
- Organizational Alignment
- Operational Integration
- Strategy Communication

Practice Session

- Gaps to Objectives Toolkit
- Strategy Map & Initiatives Toolkit
- Scorecards Toolkit
- Organizational Alignment Toolkit
- Operational Integration Toolkit

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Module #4

Strategic Plan Execution

Course Session

The Chains of Hypotheses
Strategic Initiatives Realization
Execution Progress Review
The Early Warning System
Strategy Adaptation

Practice Session

Progress Review Toolkit
Model Review Toolkit
Early Warning System Toolkit
Invalid Hypotheses Root Toolkit
Models Adaptation Toolkit

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Sessions Calendar

November 4-29, 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	04 November **Kick-off session**	**05** November **Strategy Formulation 1** Course Session	06 November	**07 November** **Strategy Formulation 1** Practice Session	08 November	09 November
10 November	11 November	**12 November** **Strategy Formulation 2** Course Session	13 November	**14 November** **Strategy Formulation 2** Practice Session	15 November	16 November
17 November	18 November	**19 November** **Strategic Planning** Course Session	20 November	**21 November** **Strategic Planning** Practice Session	22 November	23 November
24 November	25 November	**26 November** **Strategic Plan Execution** Course Session	27 November	**28 November** **Strategic Plan Execution** Practice Session	**29 November** **Wrap-up session**	

10 sessions, each session duration: 3h
Total duration: 30h, during 4 weeks

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Time Zones & Cohorts

November 2024

Time Zones	Regions, Countries (examples)	Cohort A APAC 5:00-8:00 UTC	Cohort B EMEA 11:00-14:00 UTC	Cohort C AMERICAS 17:00-20:00 UTC
PDT (UTC-7)	Pacific US, British Columbia, Mexico (Baja)			10:00-13:00
MDT (UTC-6)	Mountain US & Canada, Pacific Mexico			11:00-14:00
CDT (UTC-5)	Central US & Canada, Mexico, Central America			12:00-15:00
EDT (UTC-4)	Eastern US, Western Brazil, Peru, Bolivia			13:00-16:00
BRT (UTC-3)	Eastern Brazil, Chile, Argentina, Uruguay			14:00-17:00
BST (UTC)	UK, Portugal, Iceland, Western Africa		11:00-15:00	
CET (UTC+1)	Western & Central Europe, NW & Central Africa		12:00-15:00	
EET (UTC+2)	Eastern Europe, Central Africa		13:00-16:00	
AST (UTC+3)	Middle East, KSA		14:00-17:00	
GST (UTC+4)	UAE, Oman, Georgia		15:00-18:00	
PKT (UTC+5)	Pakistan		16:00-19:00	
IST (UTC+5:30)	India	10:30-13:30		
SGT (UTC+7)	South-East Asia, Western Indonesia	12:00-15:00		
AWST (UTC+8)	Philipines, Eastern Indonesia, Western Australia	13:00-16:00		
JST (UTC+9)	Japan, South Korea, Central & NW Australia	14:00-17:00		
AEST (UTC+10)	South-East Australia	15:00-18:00		

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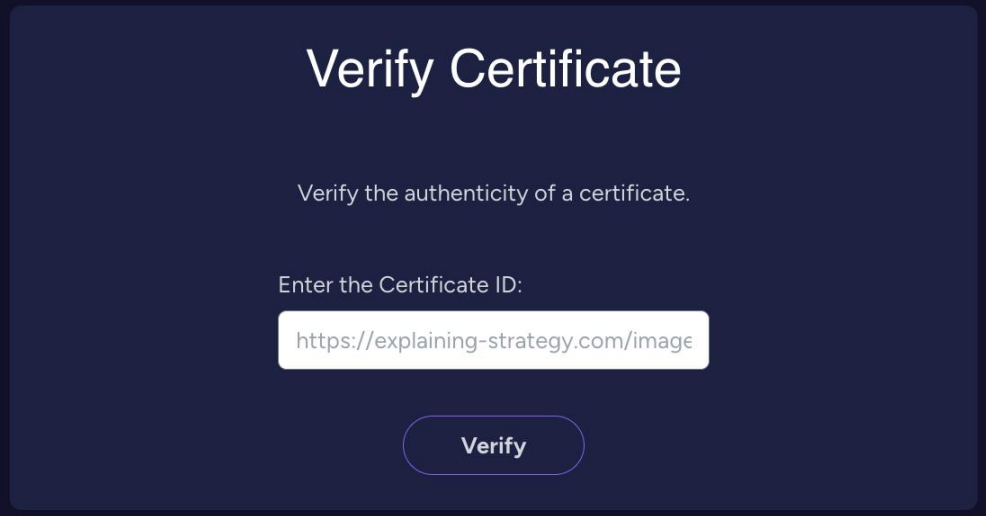
Certificates & Certification



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Course Website

explaining-strategy.com

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Course Enrollment

Enrollment Fee

INDIVIDUAL (FULL FEE)

This fee is applicable for individual enrollments. Starting from this course edition, we employ a consistent **Fair Pricing Policy** that is applicable for each country, based on GDP per capita (World Bank) and Purchasing Power Parity. Select your country to get the specific enrollment fee. The course is not available in certain restricted countries (Russia, Belarus, Iran, N.Korea, etc.).

Reference enrollment fee: 1,350 USD.

Saudi Arabia

Your Fair Price enrollment fee: 945 USD
Your discount code: 39672

1

Note: For interactivity reasons, the number of seats in each cohort is limited.

EARLY-BIRD & GROUPS

This fee is applicable for the enrollment before August 1st, 2024 or of a group of 3 or more. The Early Bird and Groups discounts are not cumulative.

Your Early Bird enrollment fee: 755 USD
Your discount code: EARLY39672

2

Your Group enrollment fee: 755 USD per person
Your discount code: GROUP39672

Get Onboard!

ENROLLMENT STEPS

Enroll in your region's cohort below (APAC, EMEA, or AMERICAS). You can also enroll in other cohorts, as long as there are still seats available there. Check first the sessions times, in the Schedule section above, to see if they suit your daily agenda.

Click your region's globe image below, then go through these steps:

1. Click the Register Now button
2. Acknowledge the terms & conditions (Disco.co)
3. Enter your name and e-mail address
4. Click the Start Application button
5. Answer the localization question (your country's name)
6. Enter the **discount code** applicable (see Enrollment Fee) and the card details for pre-authorization.

The card will be charged only upon enrollment approval (usually, within the same day).

3

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Course Enrollment

COURSE

(B04) Explaining Strategy - Cohort B

NOV 04 **Nov 4 - Nov 29, 2024**
25 days

Price: $1,350.00

You are registered as:

Mihai Ionescu
mionescu@strategsys.com

View Course

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.

This is a **live cohort-based course** delivered **online**, with **10 x 3h course and practice session**s, over 5 weeks. The Kick-off session is on **November 4, 2024** (Monday). The next 8 course sessions (two per week) are scheduled on **Tuesday** *(course sessions)* and **Thursday** *(practice sessions)*. The Wrap-up session that closes the course is scheduled on **November 29, 2024** (Friday).

Enrollment

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Thank you!