

Jan 19 - Feb 16, 2026

## OVERVIEW

The Strategy Management discipline has been built over several decades of emerging ideas that have been confirmed or rejected by the test of practice. Unfortunately, some of the failed 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

 Course Start Date	Jan 19, 2026
 Course Duration	4 Weeks plus 3h Kick-off meeting 3h Wrap-up meeting
 Course Sessions	4 x 3h live sessions, every Tuesday
 Practice Sessions	4 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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## 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



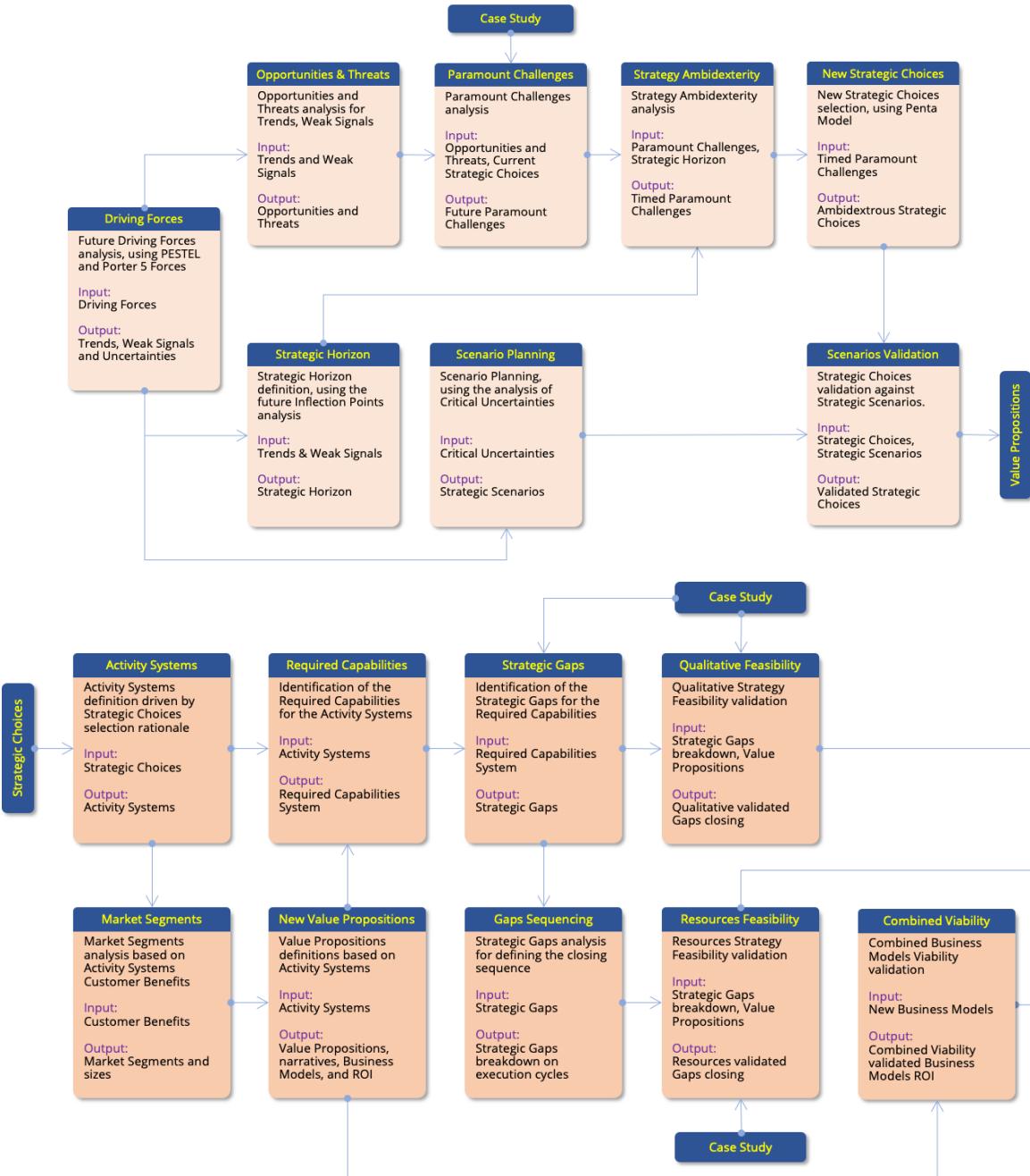
### Case Teamwork

- 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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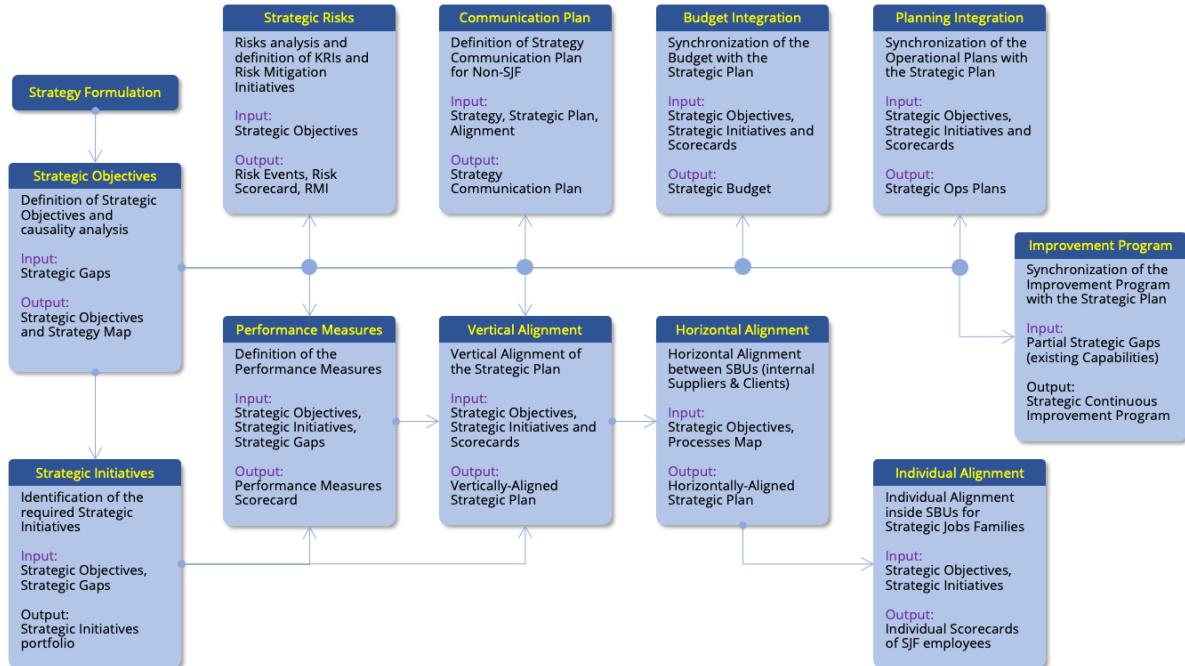
## The practice workflow:

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



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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

	<b>Jan 19</b> <b>Kick-off session</b>	<b>Jan 20</b> <b>Strategy Formulation 1 Course Session</b>	Jan 21	<b>Jan 22</b> <b>Strategy Formulation 2 Course Session</b>	Jan 23	Jan 24
Jan 25	Jan 26	<b>Jan 27</b> <b>Strategic Planning Course Session</b>	Jan 28	<b>Jan 29</b> <b>Strategic Plan Execution Course Session</b>	Jan 30	Jan 31
Feb 1	Feb 2	<b>Feb 3</b> <b>Strategy Formulation 1 Practice Session</b>	Feb 4	<b>Feb 5</b> <b>Strategy Formulation 2 Practice Session</b>	Feb 6	Feb 7
Feb 8	Feb 9	<b>Feb 10</b> <b>Strategic Planning Practice Session</b>	Feb 11	<b>Feb 12</b> <b>Strategic Plan Execution Practice Session</b>	Feb 13	Feb 14
Feb 15	<b>Feb 16</b> <b>Wrap-up session</b>	10 sessions, each session duration: 3h Total duration: 30h, during 4 weeks				

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

<https://explaining-strategy.com>

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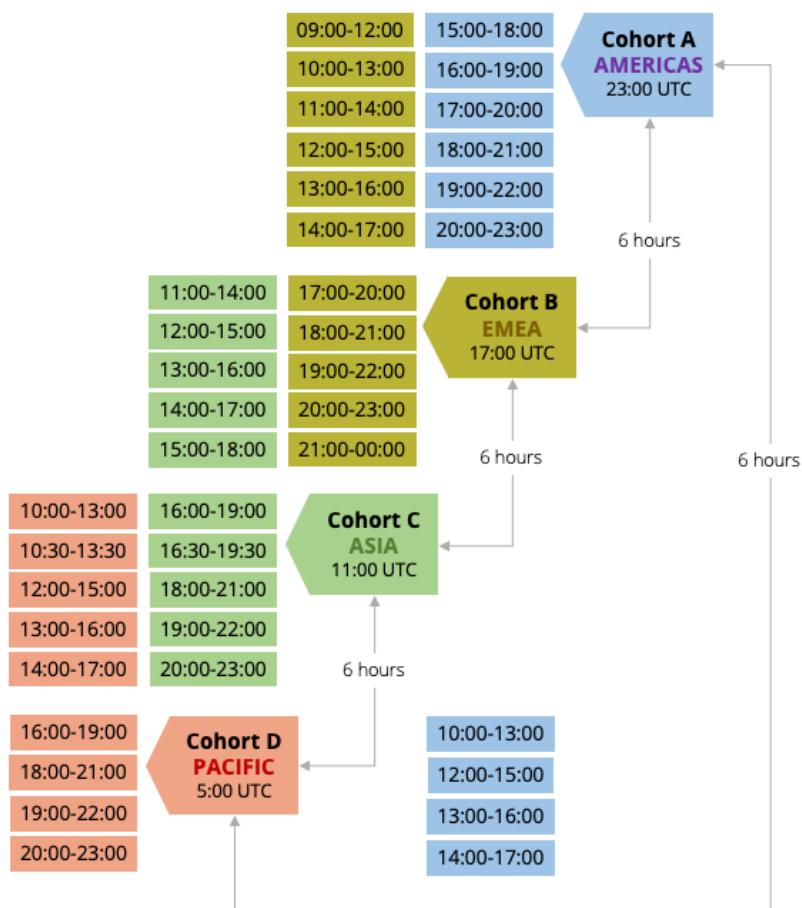
## The sessions times:

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)

PST (UTC-8)	Pacific US, British Columbia, Mexico (Baja)
MST (UTC-7)	Mountain US & Canada, W Mexico
CST (UTC-6)	Central US & Canada, Mexico, Costa Rica, Honduras
EST (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
BST (UTC)	UK, Portugal, Iceland, Western Africa
CET (UTC+1)	Western & Central Europe, NW & Central Africa
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, North 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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