Explaining Strategy
Connecting the dots of Strategy's cycle

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

Nov 10 - Dec 8, 2025

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 explaning 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 a complte set of structured prompte, one for each of the 23 Practice Sessions templates.

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**	Nov 10, 2025
❖	**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 Practice Workspace that is available as a team exercise environment for building the Strategy model and the Strategic Plan model, for your 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 Stategy 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.

ⓦ 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 three 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 stage of the methodology, the team members suggest model components that must be decided upon for that stage, then the alternatives proposed are voted, and a final team decision is made.

🔘 The Practice Workspace with 23 templates is providing a separate team environment to each of the three cohort teams.

🔘 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 availabl 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 cohort schedule:

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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	Nov 10 **Kick-off session**	**Nov 11** **Strategy Formulation 1** Course Session	Nov 12	**Nov 13** **Strategy Formulation 1** Practice Session	Nov 14	Nov 15
Nov 16	Nov 17	**Nov 18** **Strategy Formulation 2** Course Session	Nov 19	**Nov 20** **Strategy Formulation 2** Practice Session	Nov 21	Nov 22
Nov 23	Nov 24	**Nov 25** **Strategic Planning** Course Session	Nov 26	**Nov 27** **Strategy Formulation 3** Practice Session	Nov 28	Nov 29
Nov 30	Nov 31	**Dec 2** **Strategic Plan Execution** Course Session	Dec 3	**Dec 4** **Strategic Planning** Practice Session	Dec 5	Dec 6
Dec 7	**Dec 8** **Wrap-up session**					

10 sessions, each session duration: 3h
Total duration: 30h, during 5 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.
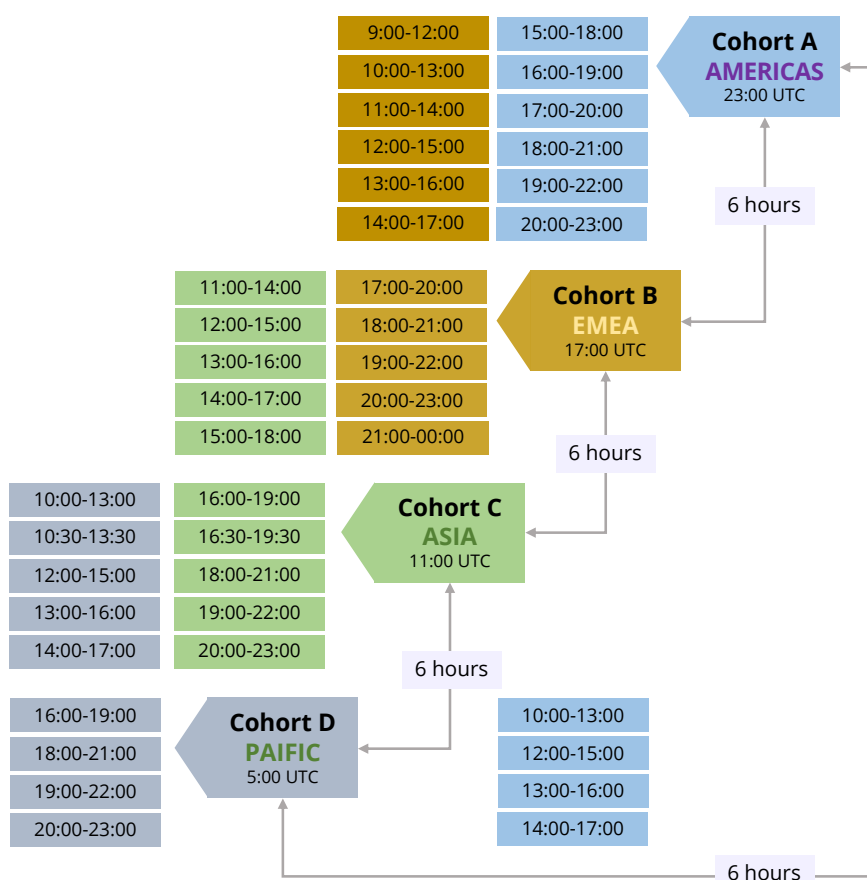
Nov 10 – Dec 8, 2025

Time Zones	Regions, Countries (examples)
PST (UTC-8)	Pacific US, British Columbia, Mexico (Baja)
MST (UTC-7)	Mountain US & Canada, West 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)	Eastern Brazil, Chile, Argentina, Uruguay, Paraguay
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, Quatar, Kuwait
GST (UTC+4)	Middle East, United Arab Emirates, Oman
PKT (UTC+5)	Pakistan
IST (UTC+5:30)	India, Sri Lanka, Bangladesh
WIB (UTC+7)	South-East Asia, Western Indonesia
SGT (UTC+8)	Singapore, Philippines, E Indonesia, W Australia
JST (UTC+9)	Japan, South Korea, Eastern Indonezia
AEDT (UTC+11)	Eastern Australia
NZDT (UTC-11)	New Zealand, Western Pacific
HST (UTC-10)	Hwaii, Central Pacific
AKST (UTC-9)	Alaska, Eastern Pacific

Cohort A
AMERICAS
23:00 UTC

9:00-12:00	15:00-18:00
10:00-13:00	16:00-19:00
11:00-14:00	17:00-20:00
12:00-15:00	18:00-21:00
13:00-16:00	19:00-22:00
14:00-17:00	20:00-23:00

6 hours

Cohort B
EMEA
17:00 UTC

11:00-14:00	17:00-20:00
12:00-15:00	18:00-21:00
13:00-16:00	19:00-22:00
14:00-17:00	20:00-23:00
15:00-18:00	21:00-00:00

6 hours

Cohort C
ASIA
11:00 UTC

10:00-13:00	16:00-19:00
10:30-13:30	16:30-19:30
12:00-15:00	18:00-21:00
13:00-16:00	19:00-22:00
14:00-17:00	20:00-23:00

6 hours

Cohort D
PAIFIC
5:00 UTC

16:00-19:00	10:00-13:00
18:00-21:00	12:00-15:00
19:00-22:00	13:00-16:00
20:00-23:00	14:00-17:00

6 hours

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