

# Explaining Strategy

Connecting the dots of Strategy's cycle

Learn and Practice LIVE with  
**MIHAI IONESCU**

NOVEMBER 4-29, 2024



## 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 a teamwork exercise of designing Strategy's and Strategic Plan's models, enabled by a specialized team exercise web-based application.

Each cohort team will select a case template, then work 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 November 4, 2024
- ❖ Course Duration 4 Weeks, including 3h kick-off meeting  
3h wrap-up meeting
- ⌚ Course Sessions 4 x 3h live sessions, one every Tuesday
- ⌚ Practice Sessions 4 x 3h live sessions, one every Thursday

### Practice Sessions

This is a unique opportunity to test the concepts and methods presented in the course, by using the *StrategyGlue* web-based platform that is made available as a team exercise environment for building the Strategy model and the Strategic Plan model, for cases selected from several templates available or proposed by course participants.

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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](#)

[APAC](#)

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 15 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 *StrategyGlue* web-based platform 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 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 cohort schedule:

November 4-29, 2024

Sunday      Monday      Tuesday      Wednesday      Thursday      Friday      Saturday

	<b>04 November</b> Kick-off session	<b>05 November</b> Strategy Formulation 1 Course Session	06 November	<b>07 November</b> Strategy Formulation 1 Practice Session	08 November	09 November
10 November	11 November	<b>12 November</b> Strategy Formulation 2 Course Session	13 November	<b>14 November</b> Strategy Formulation 2 Practice Session	15 November	16 November
17 November	18 November	<b>19 November</b> Strategic Planning Course Session	20 November	<b>21 November</b> Strategic Planning Practice Session	22 November	23 November
24 November	25 November	<b>26 November</b> Strategic Plan Execution Course Session	27 November	<b>28 November</b> Strategic Plan Execution Practice Session	<b>29 November</b> Wrap-up session	

10 sessions, each session duration: 3h

Total duration: 30h, during 4 weeks

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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.

November 2024

Time Zones      Regions, Countries (examples)

<b>PDT</b> (UTC-7)	Pacific US, British Columbia, Mexico (Baja)
<b>MDT</b> (UTC-6)	Mountain US & Canada, Pacific Mexico
<b>CDT</b> (UTC-5)	Central US & Canada, Mexico, Central America
<b>EDT</b> (UTC-4)	Eastern US, Western Brazil, Peru, Bolivia
<b>BRT</b> (UTC-3)	Eastern Brazil, Chile, Argentina, Uruguay

**Cohort C**  
**AMERICAS**  
17:00-20:00 UTC

10:00-13:00  
11:00-14:00  
12:00-15:00  
13:00-16:00  
14:00-17:00

<b>BST</b> (UTC)	UK, Portugal, Iceland, Western Africa
<b>CET</b> (UTC+1)	Western & Central Europe, NW & Central Africa
<b>EET</b> (UTC+2)	Eastern Europe, Central Africa, Middle East
<b>GST</b> (UTC+4)	UAE, Oman, Georgia
<b>PKT</b> (UTC+5)	Pakistan

**Cohort B**  
**EMEA**  
11:00-14:00 UTC

11:00-15:00  
12:00-15:00  
13:00-16:00  
15:00-18:00  
16:00-19:00

<b>IST</b> (UTC+5:30)	India
<b>SGT</b> (UTC+7)	South-East Asia, Western Indonesia
<b>AWST</b> (UTC+8)	Philippines, Eastern Indonesia, Western Australia
<b>JST</b> (UTC+9)	Japan, South Korea, Central & NW Australia
<b>AEST</b> (UTC+10)	South-East Australia

**Cohort A**  
**APAC**  
5:00-8:00 UTC

10:30-13:30  
12:00-15:00  
13:00-16:00  
14:00-17:00  
15:00-18:00

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