

Emergent Strategies for Adaptive Organisations

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“Our strategy often fails to be executed, everybody complains about its vagueness and my managers have difficulties to come up with goals”

A quick dissection of Catherine's strategy

"Seamless experience.
Operational efficiency and
productivity"

These may be useful desired outcomes. They give little guidance on what to do or not do.

Strategy themes are essentially categories of aspirations.

"Provide relevant and effective
communications"

Will be there a time when we **don't** need to provide relevant and effective communications?

"Carry out half-yearly structured
reviews of X/Y/Z"

How do we know in advance that it will work despite a changing nature of the business environment?

Plans cannot be strategies because they give insufficient real-time guidance on what to do.

One of the quickest way to validate if you are looking at a strategy

The **opposite** disqualifier: is the opposite of the statement absurd?

Statement to test

Opposite



Our strategy is to be maximise revenue

Minimise revenue

How do we create a strategy?



A strategy is the central rule of a framework, designed to **unify** all decisions and actions around busting the bottleneck to achieving aspirations.

What I learned from the conversation with Catherine and the managers

Bottleneck

We need to know more about the nature of our challenges.

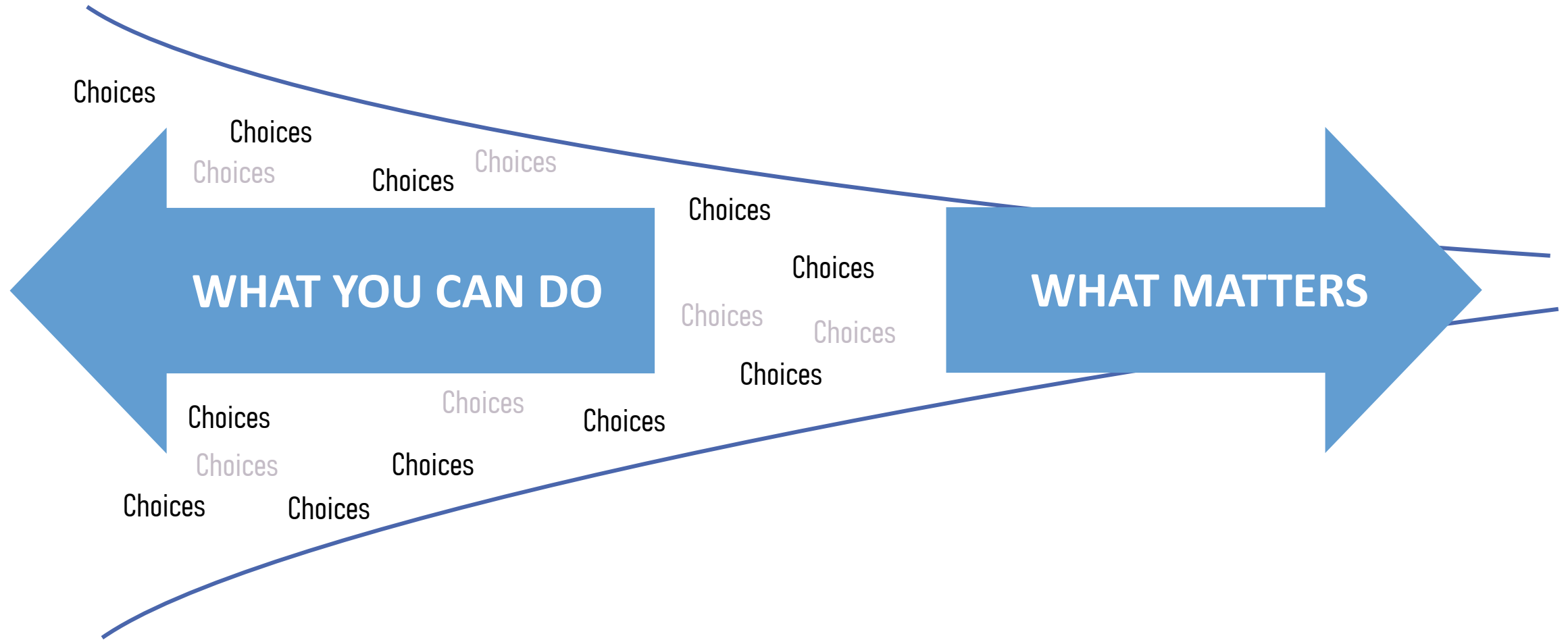
Proper diagnosis is paramount to identify a bottleneck. This creates incentives to do discovery work.

Strategy

Very often our response to problems is to build software.

It might happen what we need to do is to change a policy or process. Software development is expensive.

What you are free to do and what matters are at odds with each other



A good strategy has certain qualities

FREE CHOICE

Strategy is a choice we make as it entails that we consciously *don't* do something.

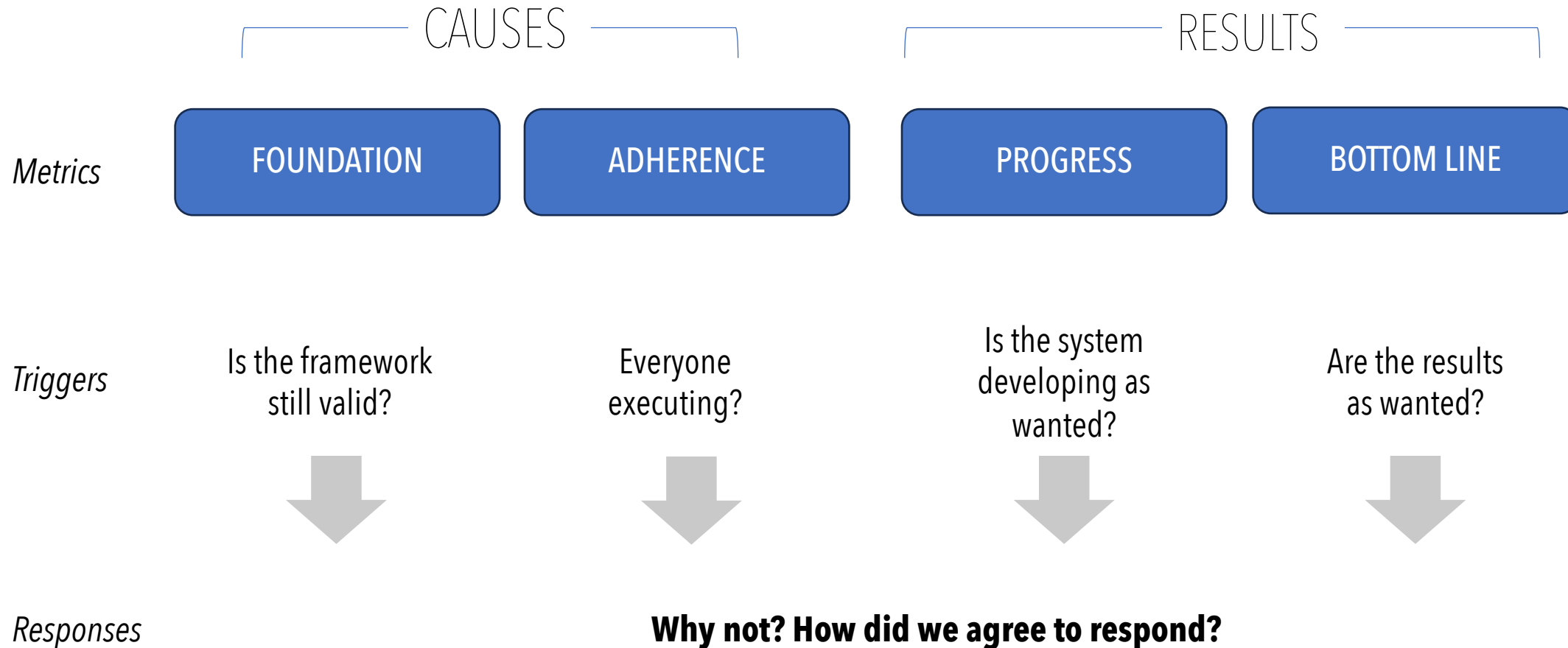
REAL-TIME GUIDANCE

There must be some way to judge whether you are adhering to your solution *before* the “results are in”. Without guidance at the time the actions are taken, everyone must guess or intuit the right thing to do.

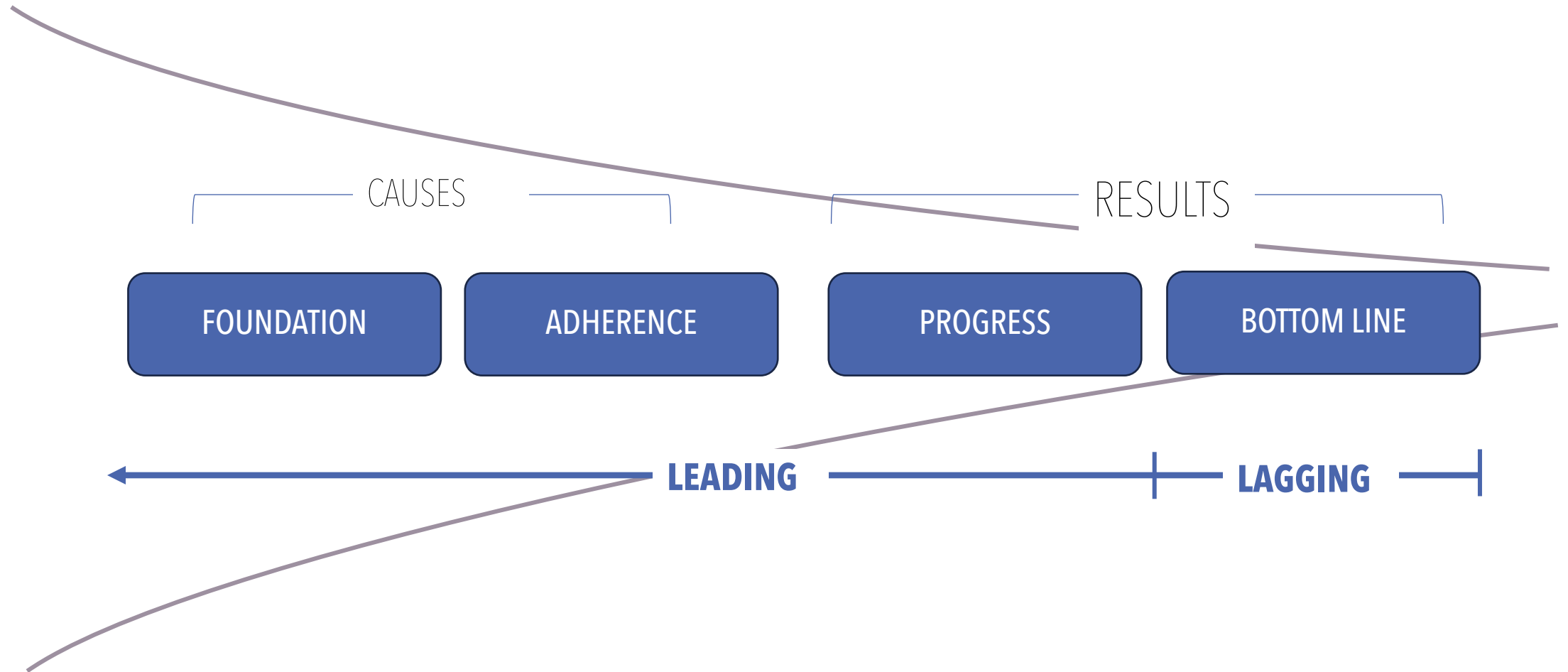
UNIFY

Strategy should be applicable to all org units or product elements and inform a unified decision-making

Put more focus on progress against the bottleneck and be specific about leading indicators



Four measurement areas mapped onto influence diagram



**Your strategy is a way how you address the
biggest bottleneck**