



Demystifying Strategy

Building Your Strategy: The Whys and Hows

Written and Presented by Alfredo J. Mycue for

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STRATEGY, WE WANT IT TO BE EVERYWHERE



BUT IT'S HARDLY ANYWHERE.

What is Strategy?

- A high level approach to achieve one or more goals under conditions of uncertainty.
- A plan of action or policy designed to achieve a major or overall aim.
- A way to achieve your objectives and thereby win.



Strategy is the art
of making war
upon the map.

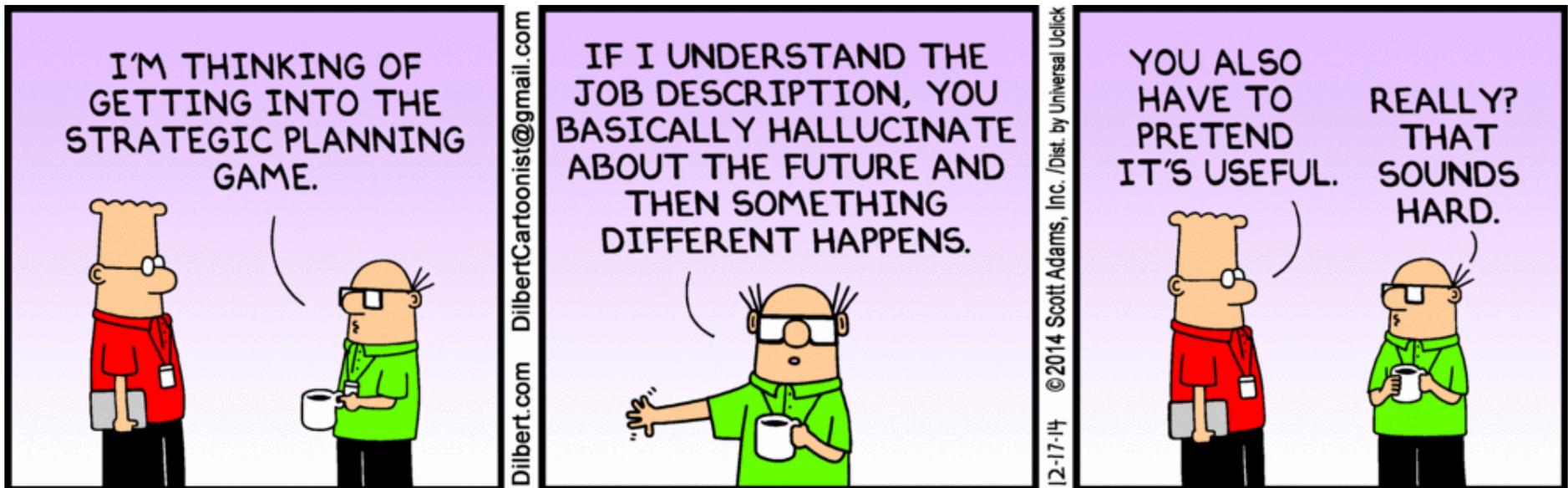
--The Art of War, by Baron
Henri de Jomini, Pg.50

Why is Strategy so Elusive?

- Why is strategic planning so hard ?
- Why does it feel so corny and contrived?
- Why is it so hard to implement?
- Why are our own folks so unfamiliar with our strategy?
- Why does strategy and execution stay disconnected?
- How do we “get after” strategy in a strong, natural way?



Dilbert Tells the Truth, as Usual



Strategic planning → Hallucinate → Something different happens



- **“I don't know what the hell this 'logistics' is that Marshall is always talking about, but I want some of it.”**

-- Admiral E. J. King, WWII

Maybe:

- **“I don't know what the heck this ‘strategy’ that Alfredo is always talking about, but I want some of it.”**

-- Leader / CEO / Ex.Dir. / You

In the next hour, what if we could...



- Lay out the major components of strategy
 - Define them
- Explain strategy
- Make it plain how to approach strategy
 - Get good takeaways for our organizations
- Get some tools and techniques to make strategy easy

5 Steps to Strategy!

1. Straighten out your “strategic” terms – *Lexicon*
2. Find out where you’re at – *Environmental Assessment*
3. Determine where you want to be – *Vision Word-picture*
4. Figure out how to get there – *Strategic Development*
5. Carry your plans into action – *Strategic Operations*



MISSION VS. VISION



The purpose of an organization

- Why it exists
- How it creates value
- Missions are tangible in nature

Your mission statement drives the organization.

- It is what you do
 - The core of the organization's business

Mission statements answer key questions like:

- What do we do?
- Whom do we serve?
- How do we serve them?

The desired future state of the organization

- What an organization looks like in the future
- How it behaves and steers as it fulfills its mission.
- Your vision shapes your organizations culture
- Visions are aspirational in nature.

Enhance and buttress with culture-shaping and team-driven values. Behavior follows values.

Step 1: "strategic" terms – *Lexicon*

A few examples:



Company: [LinkedIn](#)

Mission: To connect the world's professionals to make them more productive and successful.

Vision: To create economic opportunity for every member of the global workforce.



Company: [TED](#)

Mission: Spread ideas.

Vision: We believe passionately in the power of ideas to change attitudes, lives and, ultimately, the world



Company: [Amazon](#)

Mission: We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience.

Vision: To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online.



Company: [Google](#)

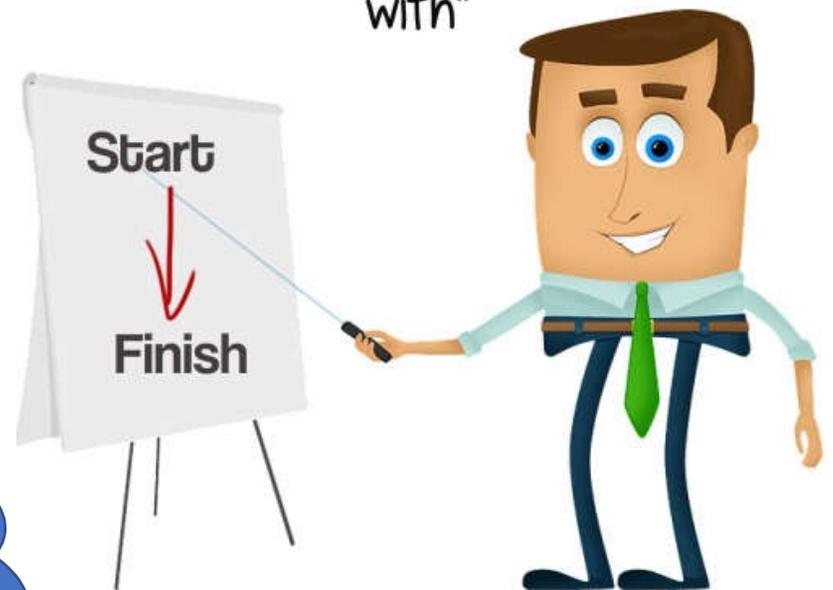
Mission: To organize the world's information and make it universally accessible and useful.

Vision: To provide access to the world's information in one click.

OK, we have these, are we there yet?

- Strategic Goals
- Mission
- Vision
- Values

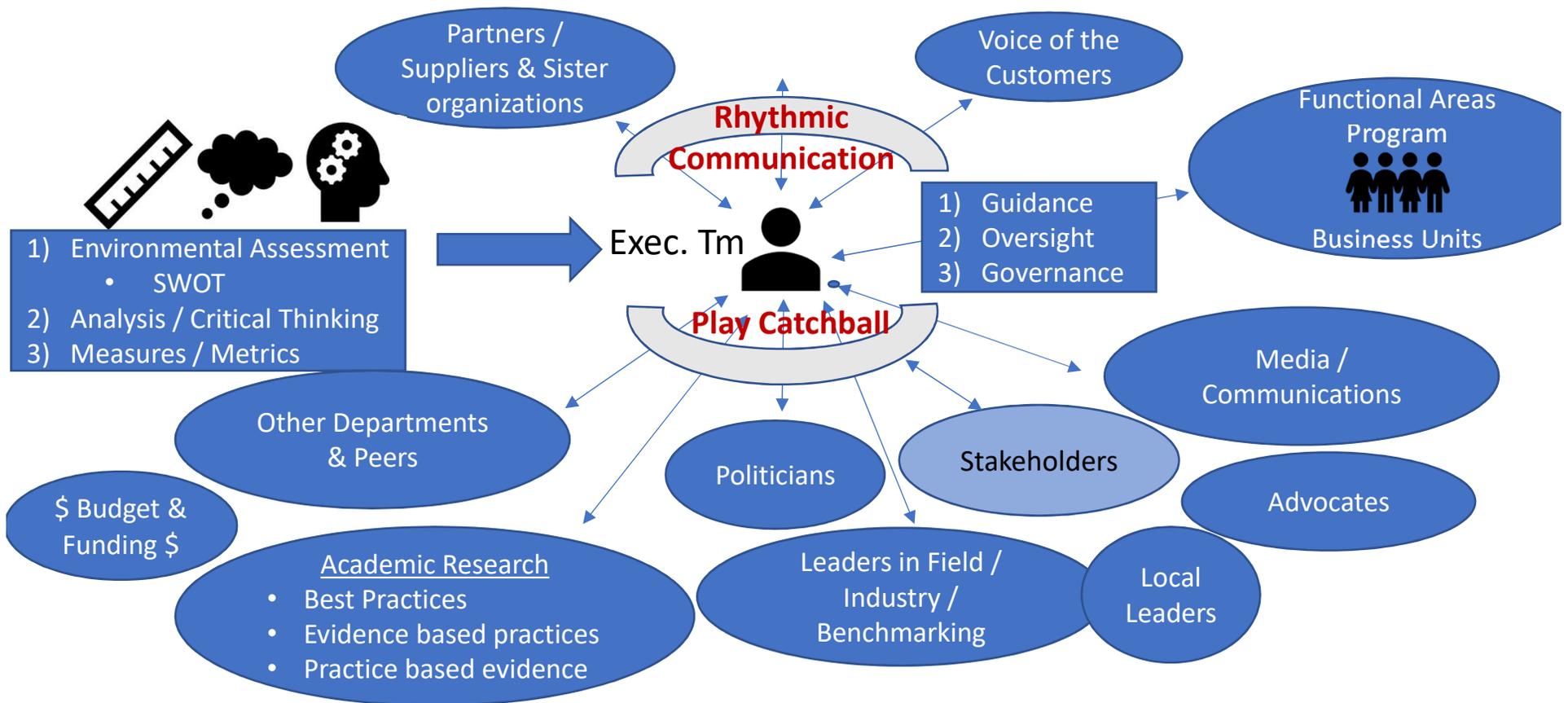
"We finished our strategic planning process and here is what we came up with"



Not yet! A vision
without a strategy
remains an illusion

Step 1: "strategic" terms – *Lexicon*

Environmental Assessment



Step 2: Where are we? Assessment

Strategic Plan

"If you don't know where you are going, it doesn't matter which way you go."

Cheshire Cat in *Alice in Wonderland*,
Lewis Carroll



Step 3: Where do we want to be?



“Enough with all the strategic planning.
Get out there and kill something.”

Step 3: Where do we want to be?

We make strategy hard because . . .

- We don't separate the development from the execution.
 - We think if we develop a strategy, our folks will run to execute.
 - You have to build it AND then lead it!

- OK, but how?

Roman Senator Fontinus

“If there prove to be any persons who take an interest in these books, let them remember to discriminate between “stratagemata” and “strategika” which are by nature, extremely similar”

• Strategic Development

- Strategemata – “on skill and cleverness”
- Environmental assessment
- Planning

• Operational Strategy

- Strategika – “everything achieved by a commander”
- Tactics-in-action
- Achievement of victory



Visualize the win!



Play to win!

• Strategic Development

- The KING of Planning
- If you lose him you lose the game

• Operational Strategy

- The QUEEN of Execution
- The most powerful piece on the board!
- Strategies need to be led



Step 4: How do we get there?



Step 5: Carry your plans into action!

Visualize the win!



Play to win!

• Strategic Development

- Goals are central
 - WGLL consensus
- Strategic Thinking & Planning
- Deliberative Process
- Participation is central
 - Stakeholders
 - Key leaders
 - Thought leaders
 - Wide and deep inclusion of ideas and perspectives
- Creative process
- *Slow build → retreat crescendo*

Step 4: How do we get there?

• Operational Strategy

- Objectives are central
 - Key results
- Leadership is central
- Implementation – *script it!*
- Measurement is central
- Execution – NOT hustle and bustle
- Catchball is key
 - Communication is central
 - Read the team & progress
- Intentionality*
- Cascading and nested
- Bake into rhythm

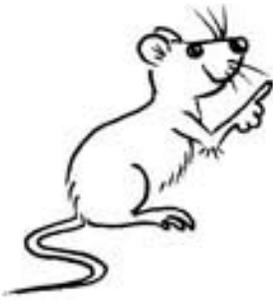
Step 5: Carry your plans into action!



Step 4: How do we get there?

Step 5: Carry your plans into action!

What about the patio?



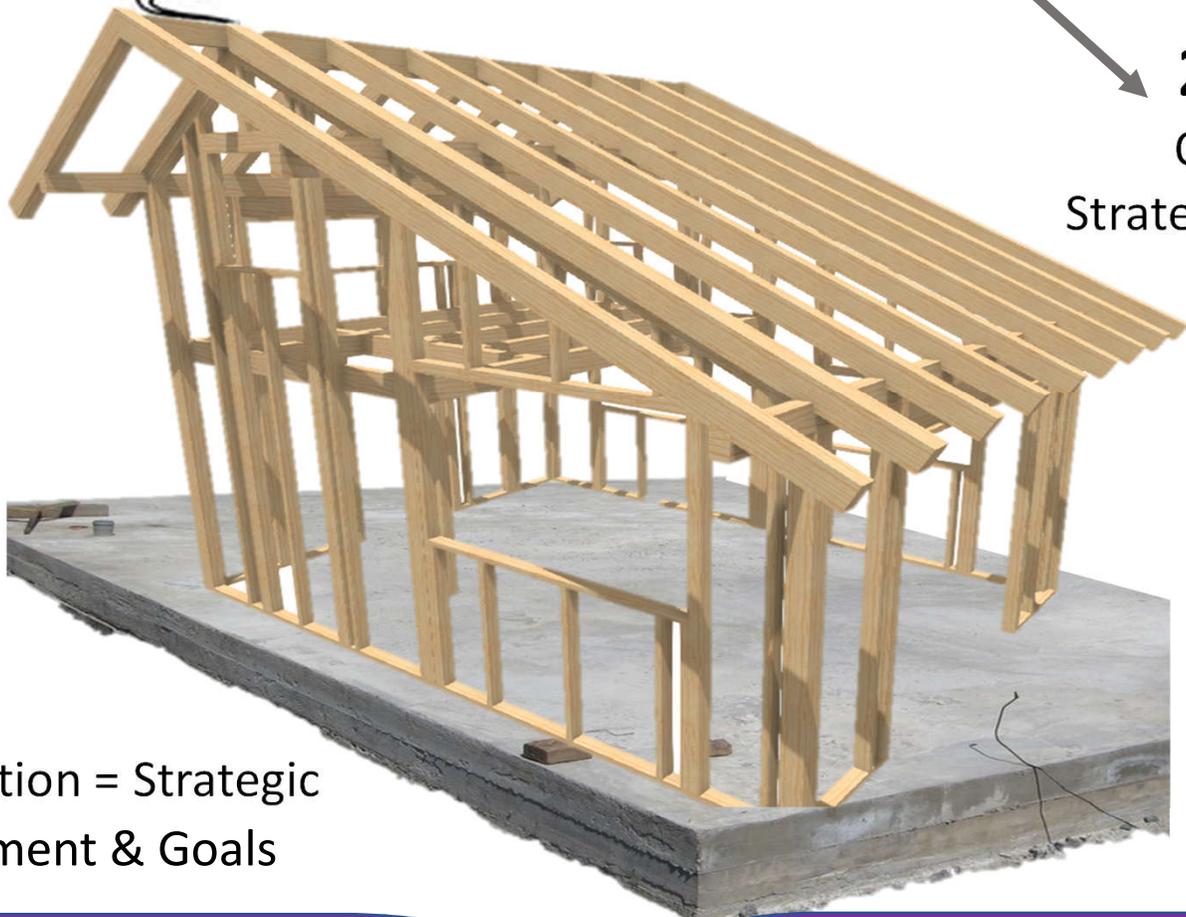
The patio is not a strategic goal (this year)



3. The team builds out the rest of the home = Achieves objectives and key results to accomplish the strategy



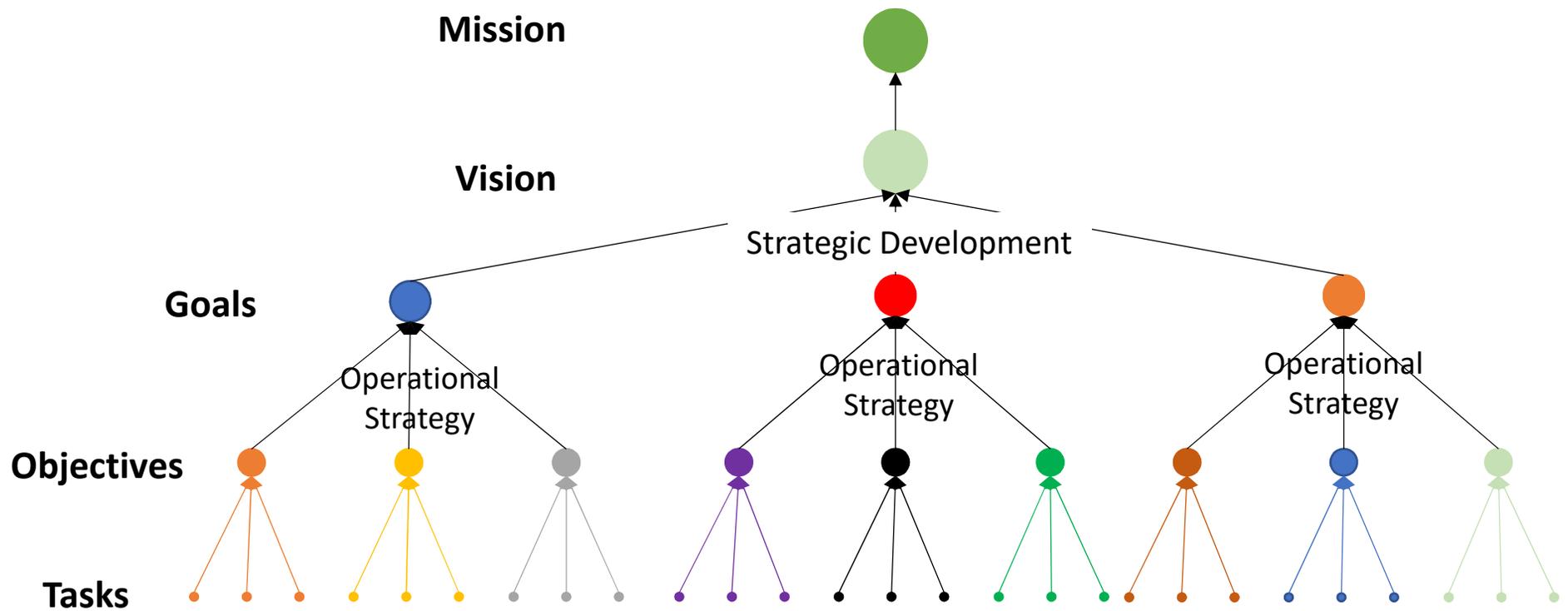
2. Frame = Operational Strategy & Leadership



1. Foundation = Strategic Development & Goals

Step 4: How do we get there?

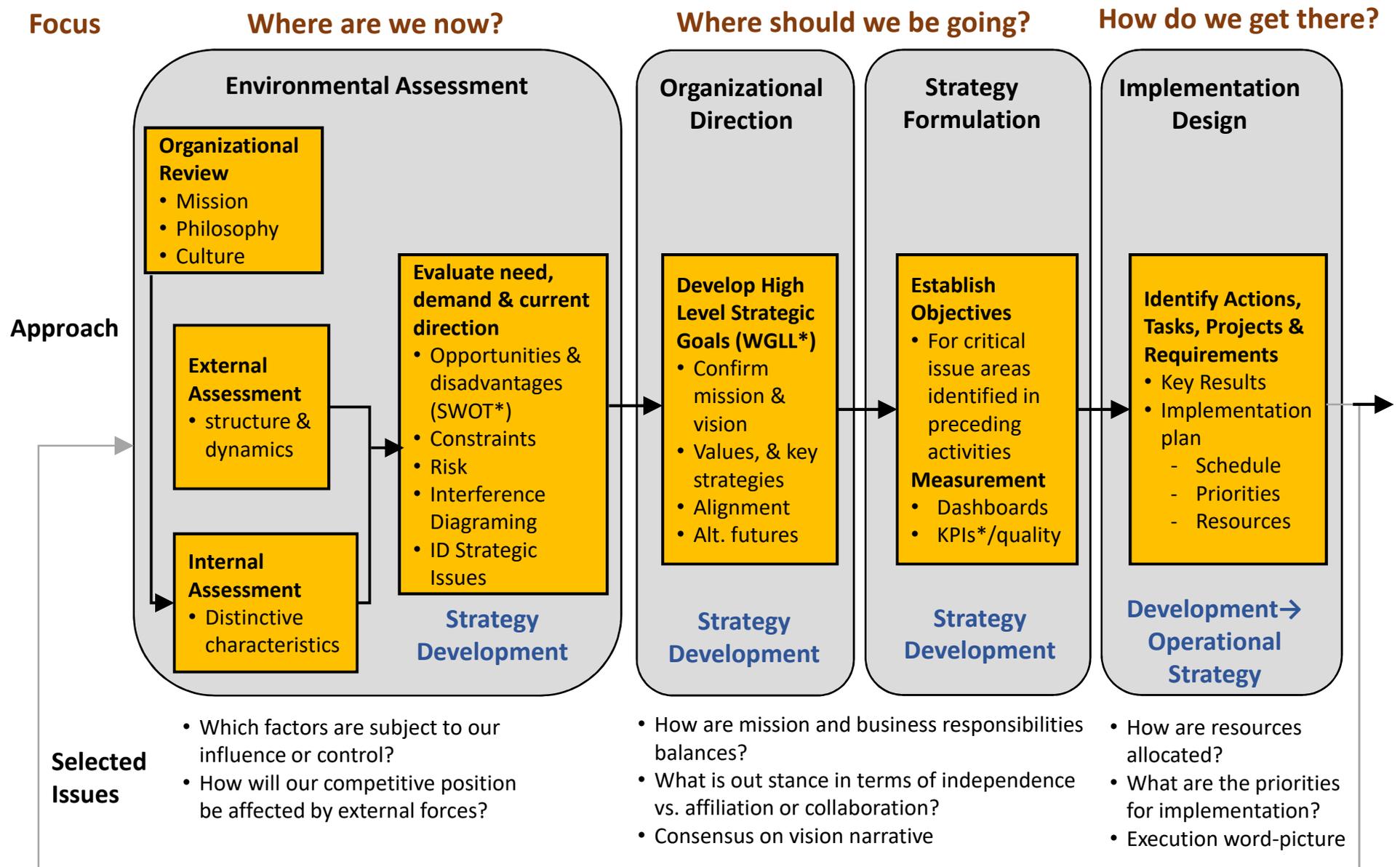
Step 5: Carry your plans into action!



Step 4: How do we get there?

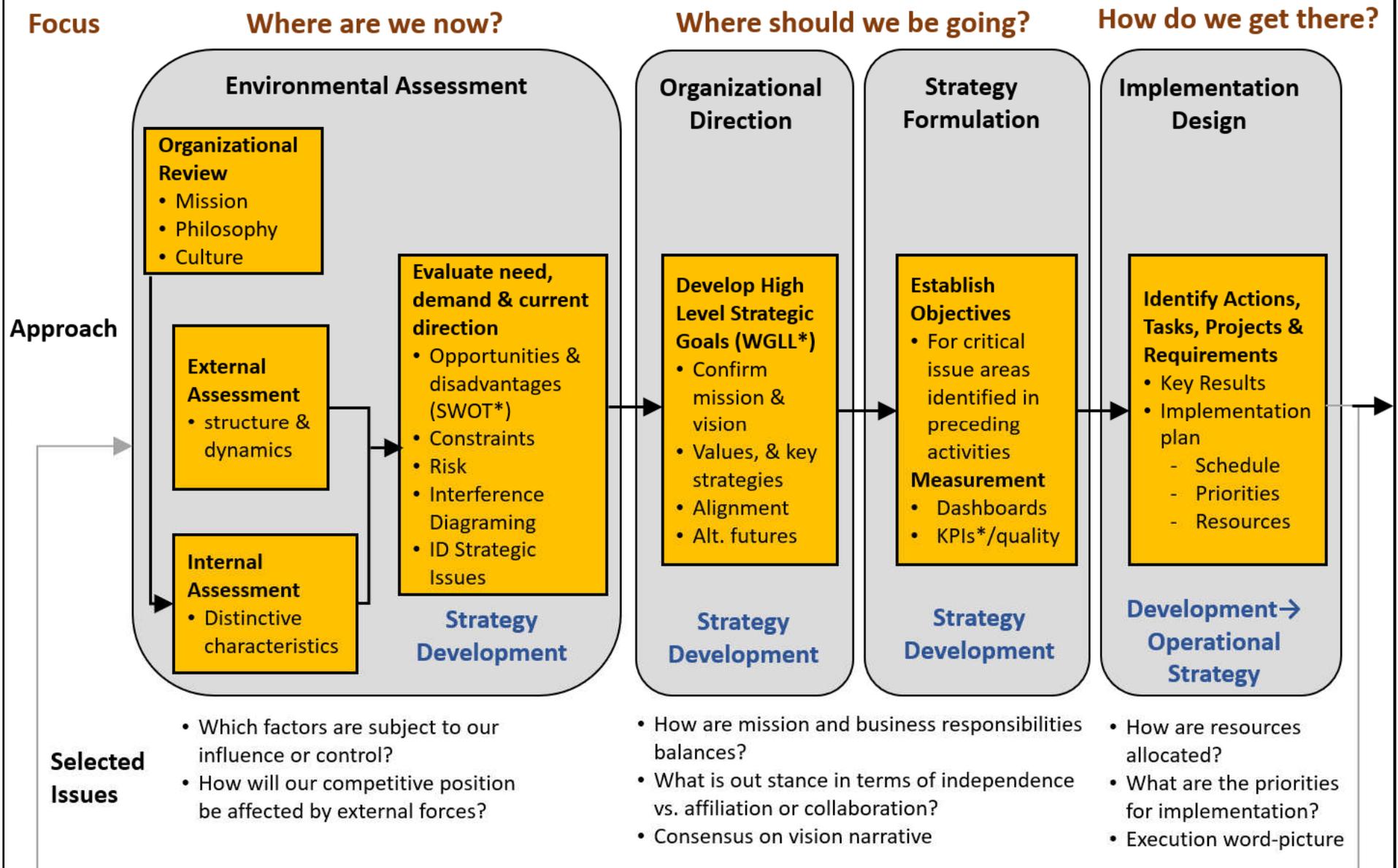
Step 5: Carry your plans into action!

Strategic Development → Operational Strategy



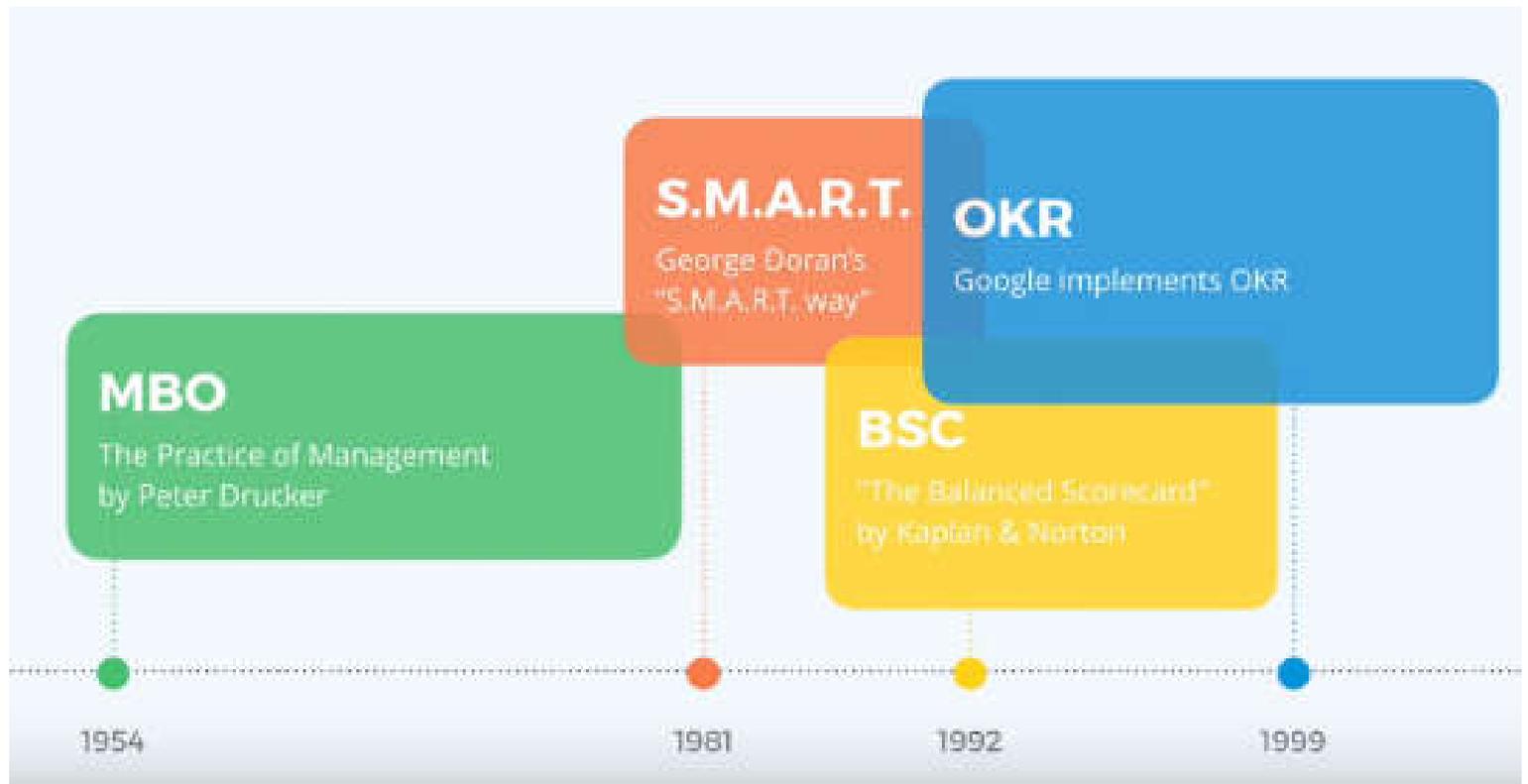
* SWOTs = strengths, weaknesses, opportunities, and threats; KPI's = Key Performance Indicators; WGLL = What good looks like

Strategic Development → Operational Strategy



* SWOTs = strengths, weaknesses, opportunities, and threats; KPI's = Key Performance Indicators; WGLL = What good looks like

WHAT ARE OKRS?



- Method to manage goals & priorities
 - Defines what is important
 - Drives alignment of Strategy, Logistics, Operations and Delivery
 - Very simple structure, very complex thought process

- Evolution of business practices to drive outcomes

Step 4: How do we get there?

Step 5: Carry your plans into action!

WHAT DOES AN OKR LOOK LIKE?

■ Objective

- “where do I need to go?”
- Objectives are statements that inspire and set direction

■ Key Result

- “How do I know I’m getting where I need to go?”
- Key Results measure progress toward an objective

■ Initiative

- “What will I do to get where I need to go?”
- Initiatives describe the work required to drive progress on Key Results

Step 4: How do we get there?

Step 5: Carry your plans into action!

An OKR stacks through the organization from the vision and strategy through all areas of operations

Football GM

Objective: Make money for Owners

Key Results

- Win Super Bowl
- Fill Stands to 88%

Head Coach

Objective: Win Super Bowl

Key Results

- 200 Yd passing
- No. 3 in defense stats
- avg 25 yd punt return

Public Relations

Objective: Fill Stands to 88%

Key Results

- Hire 2 Colorful players
- Highlight Key Players

Defense

Objective: #3 in Defense

Key Results

- less than 100 yds passing

Offense

Objective: 200 yd passing

Key Results

- 75% completion

Special Teams

Objective: 25yd punt return

Key Results

- Team Blockers

News Staff

Objective: Highlight Key Players

Key Results

- 3 Sunday Featured Articles

Scout

Objective: Highlight Colorful Players

Key Results

- Visit to a College

Step 4: How do we get there?

Step 5: Carry your plans into action!

What OKR's are Designed to Do



Empower



Clarify



Drive

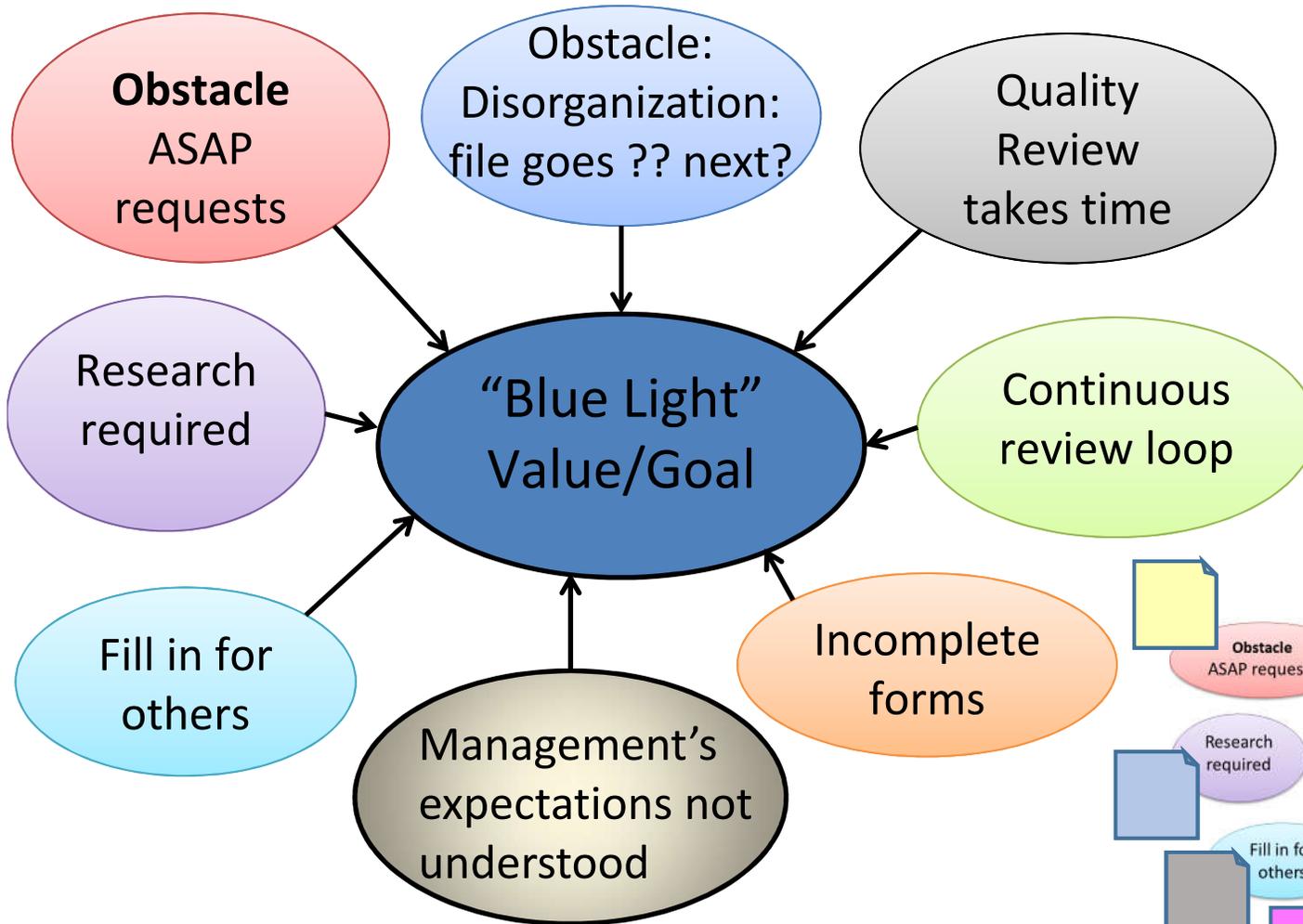
	ACTION
1	Provide autonomy to managers and staff to get work done without cumbersome governance
2	Provide a voice for managers and staff in the strategic and logistical initiatives
3	Engage all levels of the organization in performance outcomes

	ACTION
1	Ensure everyone sees a clear path to success
2	Demonstrate work efforts transparently
3	Instill focus across all work efforts

	ACTION
1	Maximize goals and outcomes for results and value
2	Engage in data-driven conversation towards mission, vision, and outcome
3	Maximize alignment across all teams

OKRs are complimentary to KPIs, not replacements for them

Key Strategic Tool: Interference Diagramming



Solutions include:

- eliminate it
- by pass it
- reduce it
- off load it
- streamline it

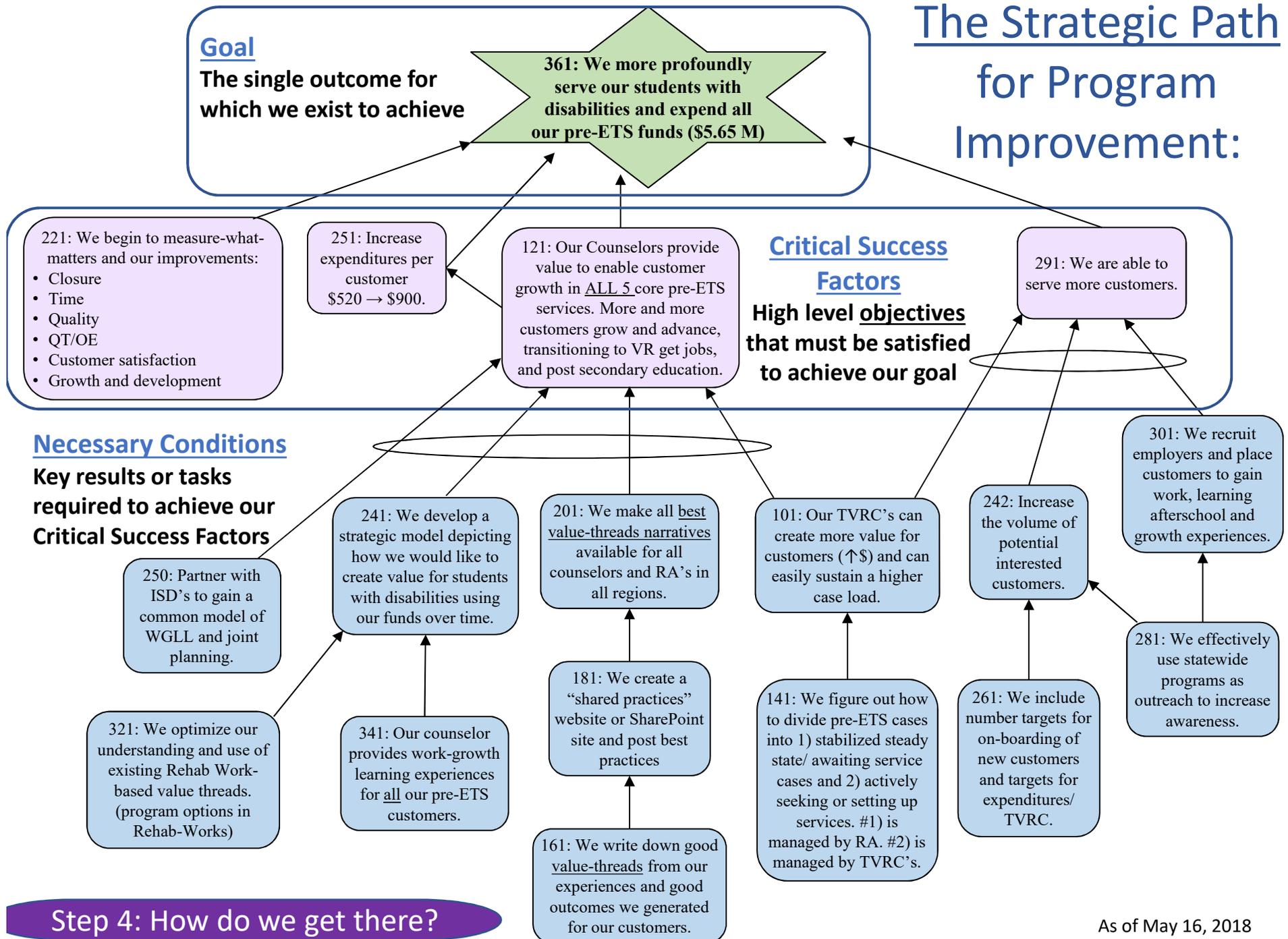


Google: "Interference Diagramming Video" to find two how-to ReEngine videos

Step 4: How do we get there?

Alfredo

The Strategic Path for Program Improvement:



Step 4: How do we get there?

As of May 16, 2018



“Strategy without tactics is the slowest route to victory.
Tactics without strategy is the noise before defeat.”

Sun Tzu

“Strategy without execution is just an interesting story.”

Bill Hurd, CEO of Hewlett Packard, 2005

Strategy --- Clear at last!

Strategic Development

- “The essence of strategy is choosing what not to do.”
 - Michael Porter
- “Hope is not a strategy.”
 - Vince Lombardi
- “Strategy without process is little more than a wish list.”
 - Robert Filek
- “With preparation and planning, you make your own luck.”
 - Jack Mycue

Step 4: How do we get there?

Operational Strategy

- “In reality strategy is actually very straightforward. You pick a general direction and implement like hell.”
 - Jack Welch
- A leader is one who knows the way, goes the way, and shows the way.
 - John Maxwell
- Most leaders would agree that they’d be better off having an average strategy with superb execution than a superb strategy with poor execution.
 - Stephen Covey

Step 5: Carry your plans into action!

Lets review: WHAT, HOW, HOW, and WHY

- WHAT is strategy and its major components?
- WHY have a strategy?
- HOW do you build a strategy?
- HOW do you implement and execute a strategy?

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Questions? Ideas?

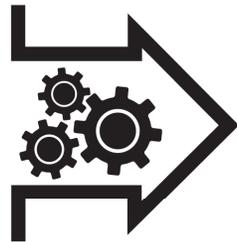


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