

The Fundamentals of Strategy

Joel Tosi

Slides - <https://signalsandlevers.com/StrategyPrDC>

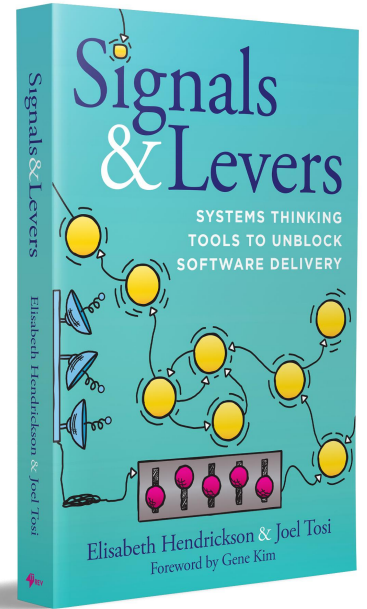
About Us



Joel Tosi



Elisabeth Hendrickson



*forthcoming from
IT Revolution, Sept 2026*

How Do You Win?



Strategy Requires Choice

1 Option?

2 Options?

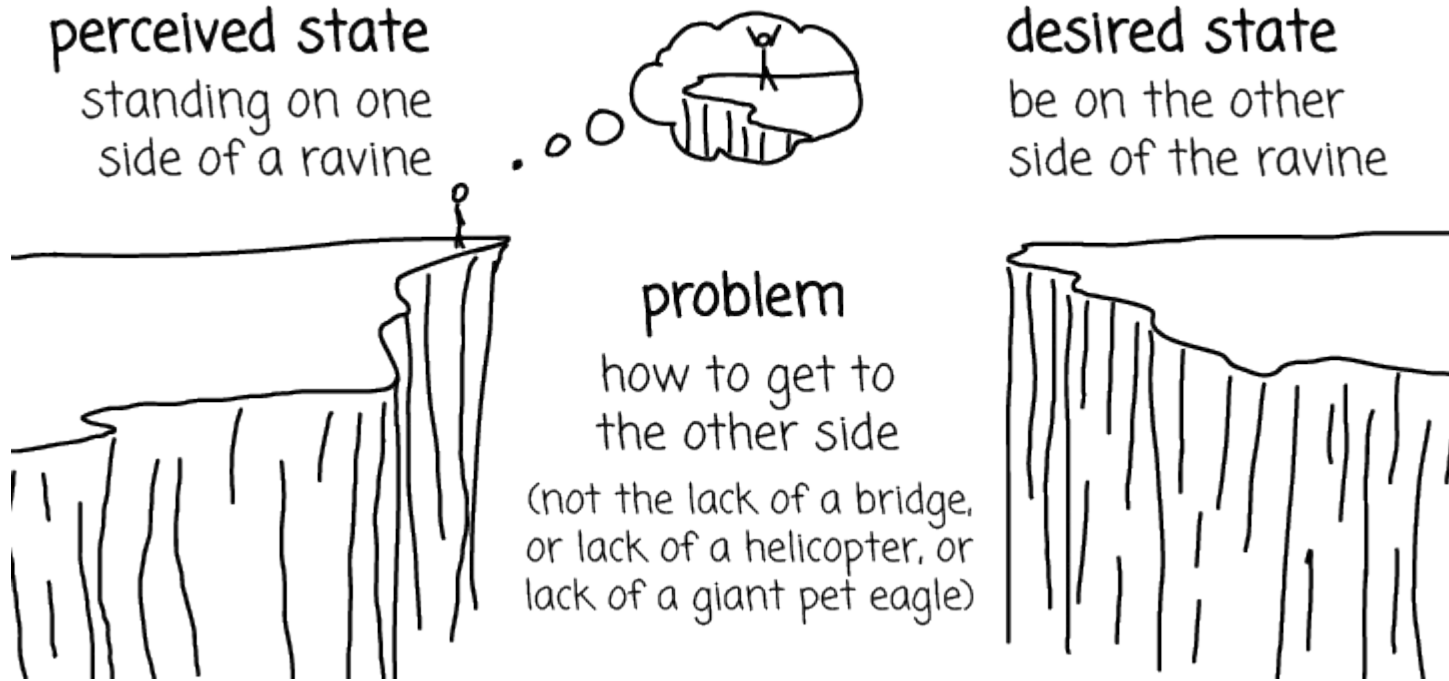
3 Options
(Or More)

How Do You Find Options?

Get To The Core Problem
Understand Current Context
Find Paths
Learn Quickly

Get To The Core Problem

Problem, Not Solution



How Does The Problem Change?

We aren't in the cloud

Provisioning takes a long time

We are on old technology

Our tech stack is expensive

We have a monolith

Changes have ripple effects

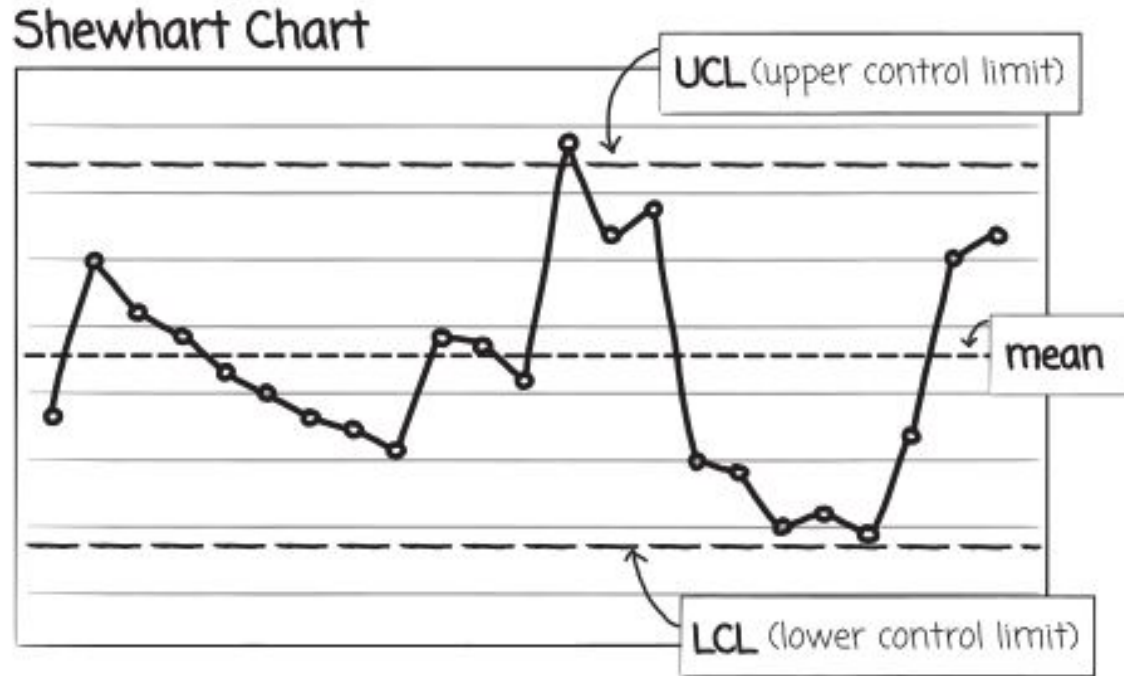
We aren't product oriented

Difficult to be innovative / impact



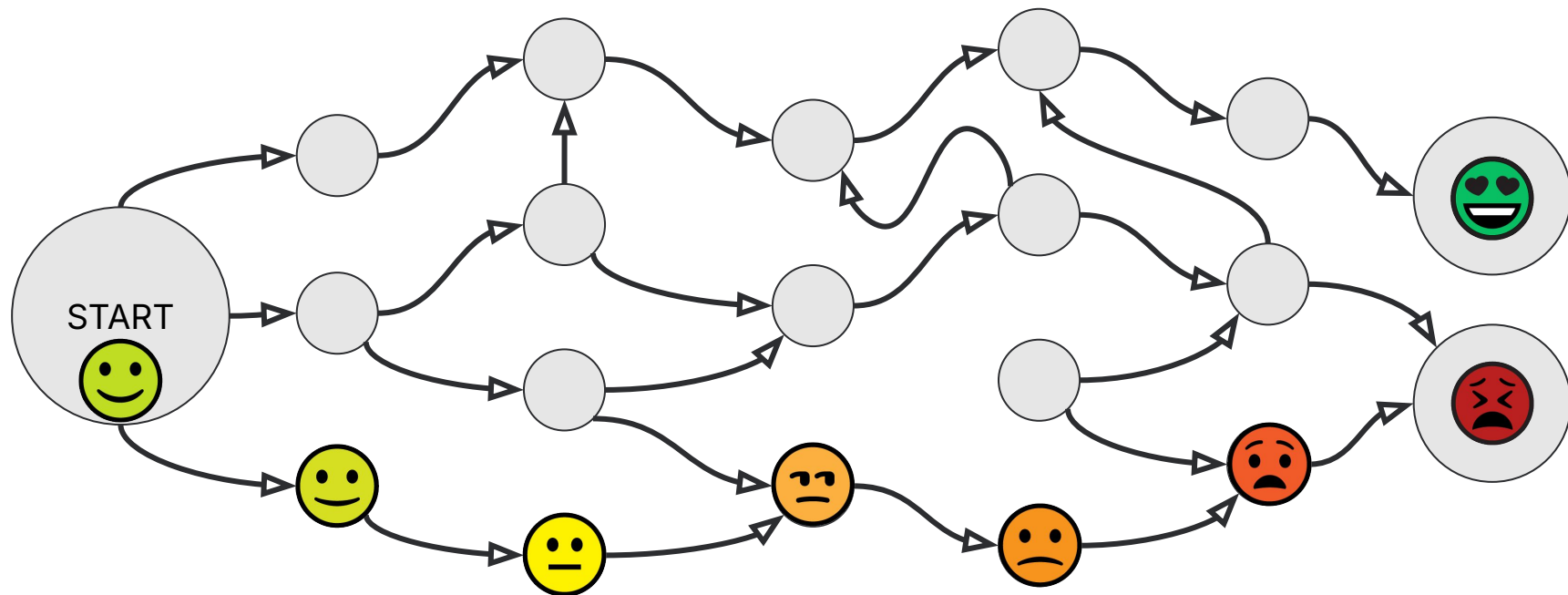
A Word of Caution

Don't React to Noise...



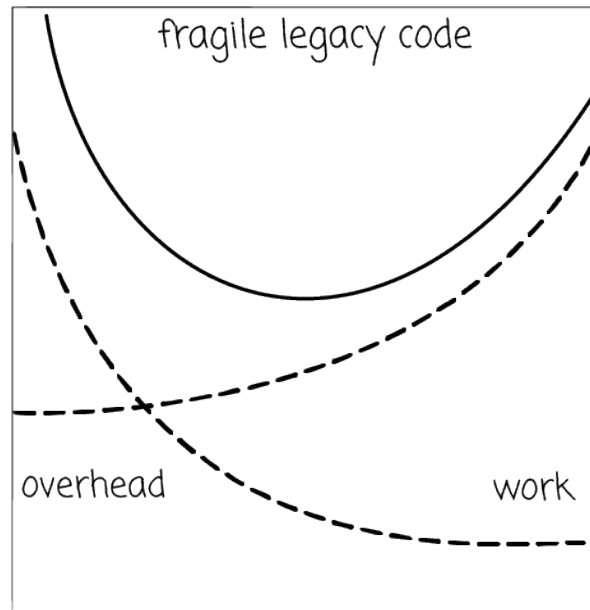
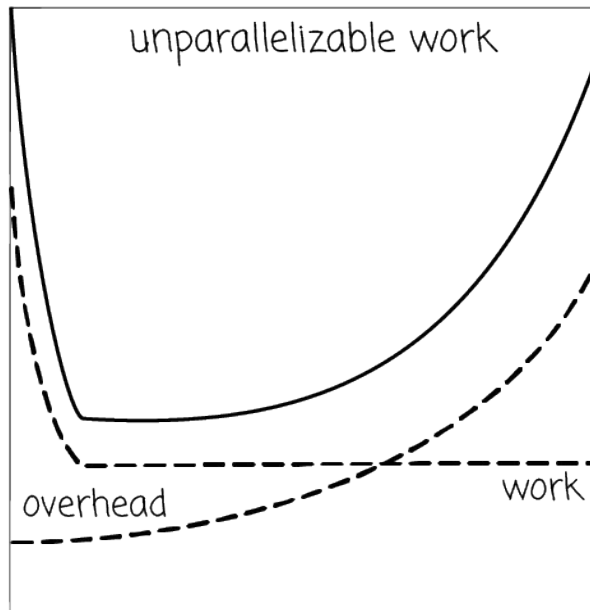
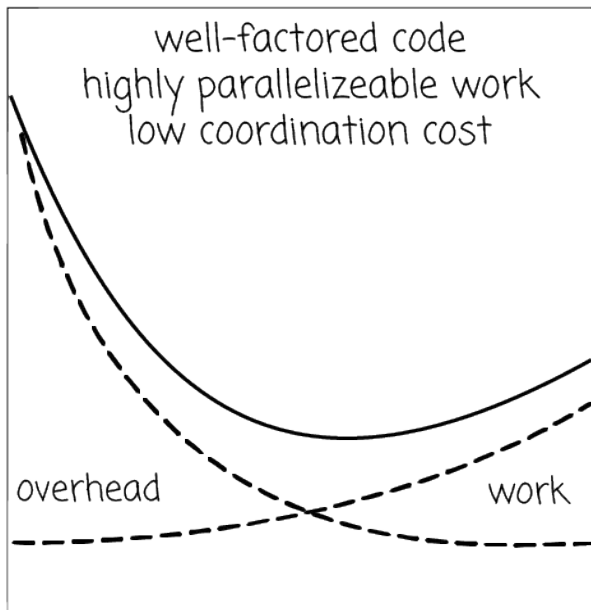
Understand Current Context

Think of your context like a board game...



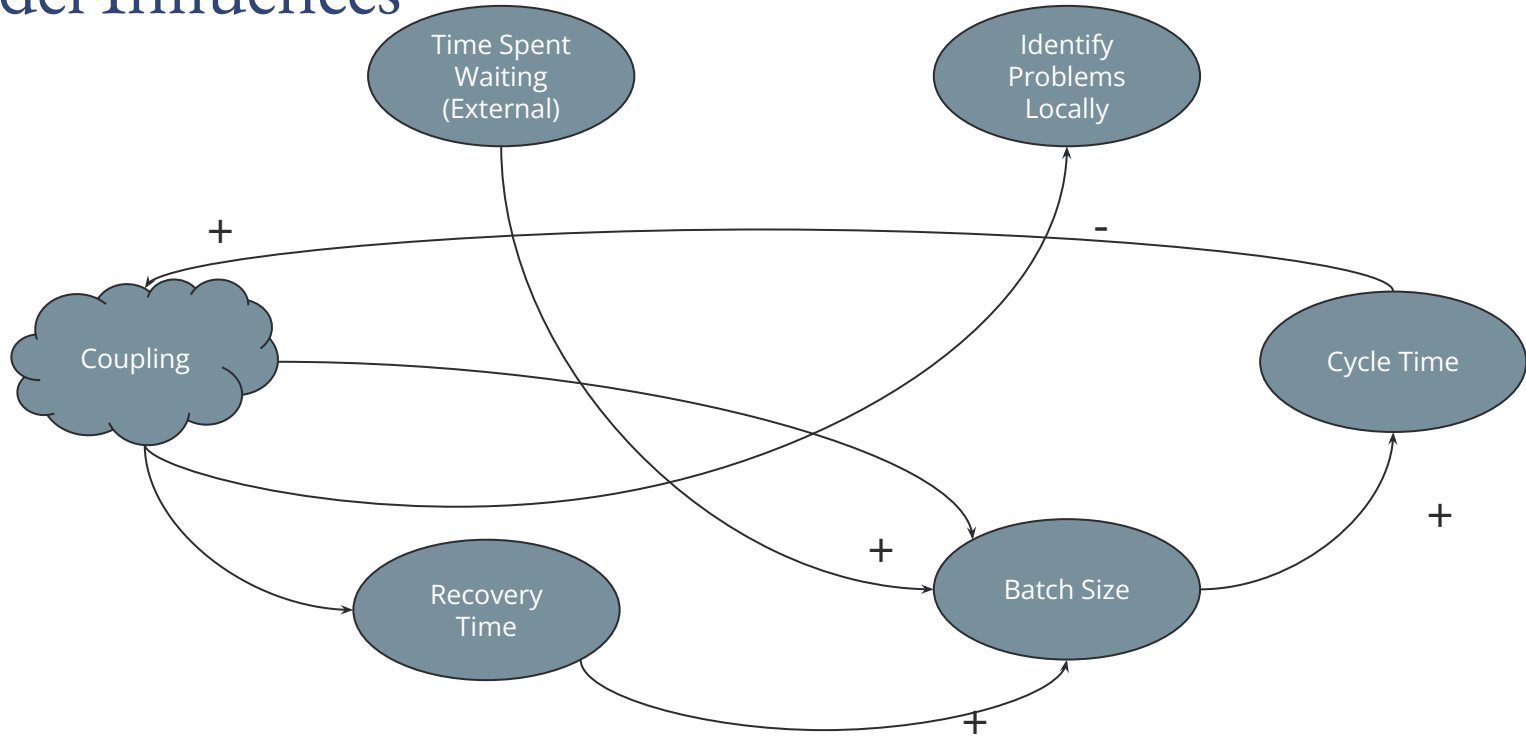
...past choices determine current options.

Understand Your Context Together

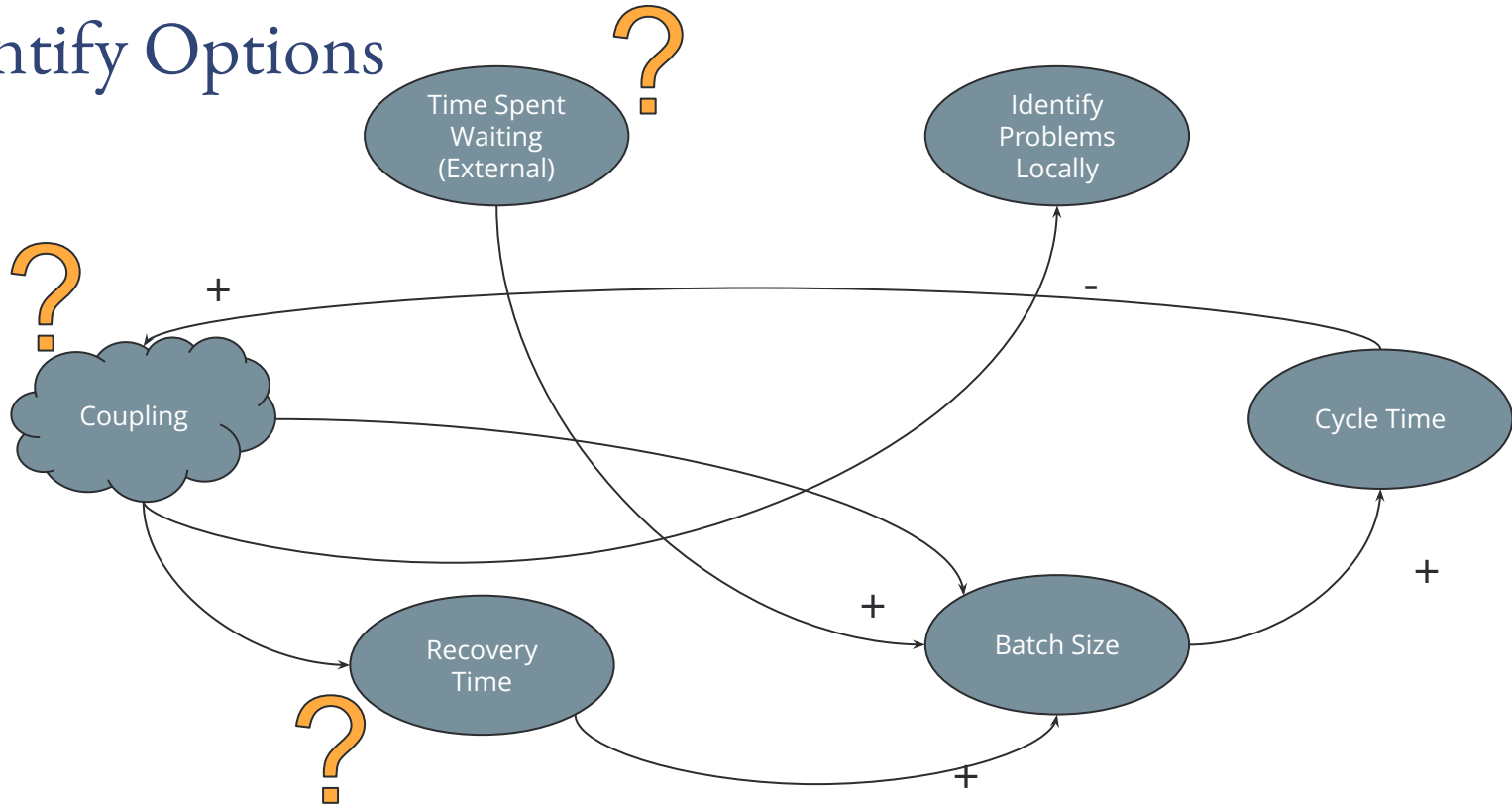


Find Paths

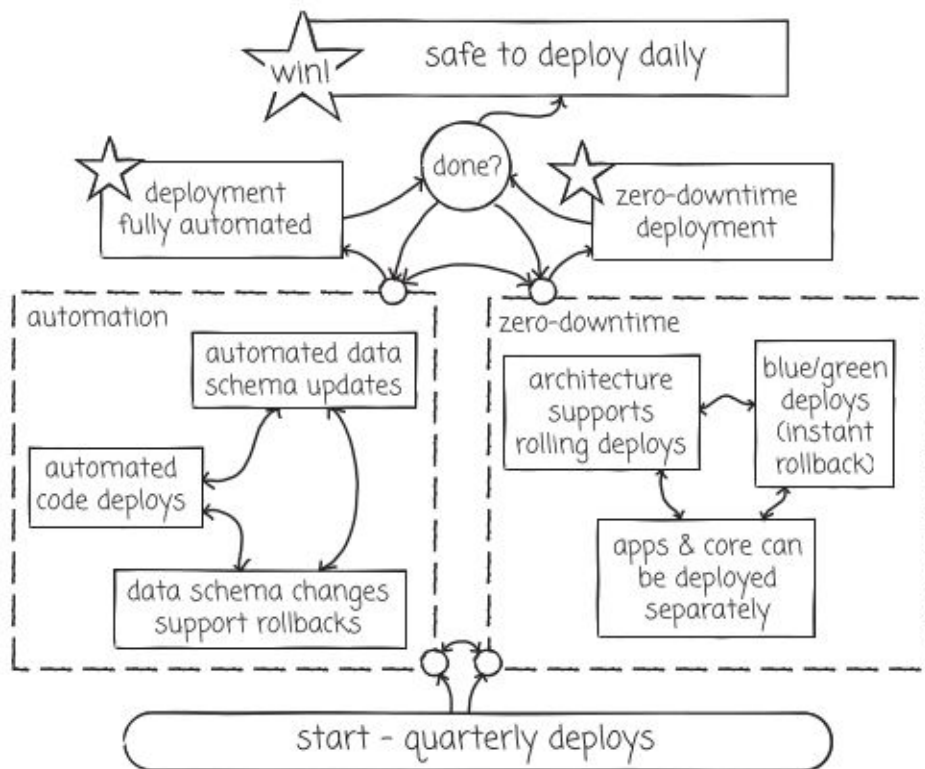
Model Influences



Identify Options



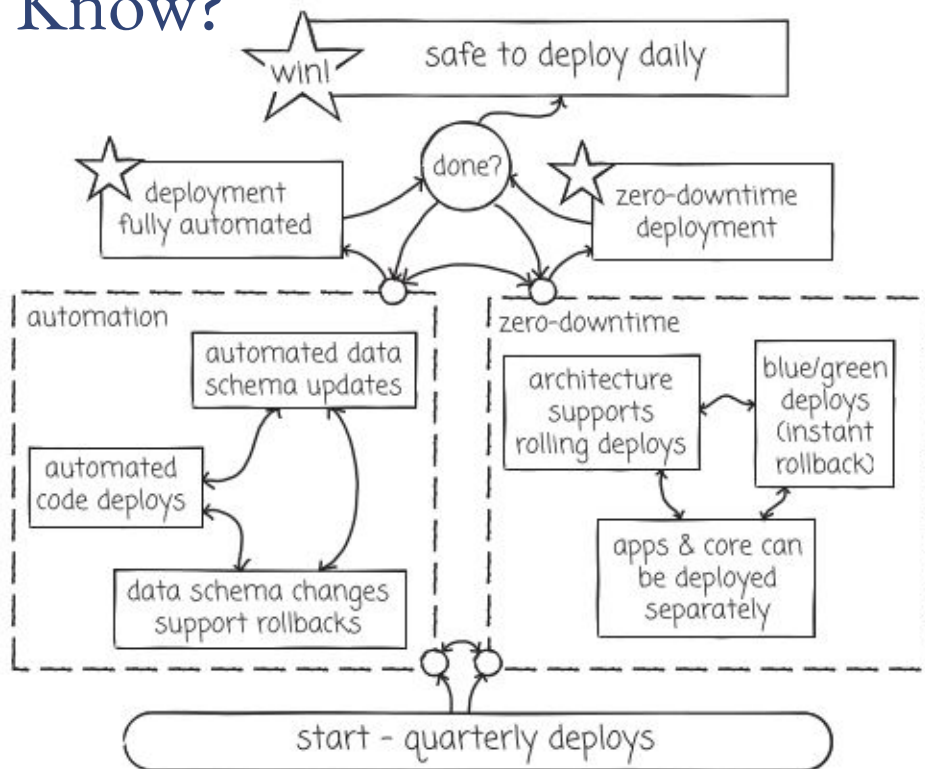
See Paths



Your Problems Are Not
Unique, Your Context Is

Learn Quickly

How Will You Know?



Maintain Options - Context Changes Quickly

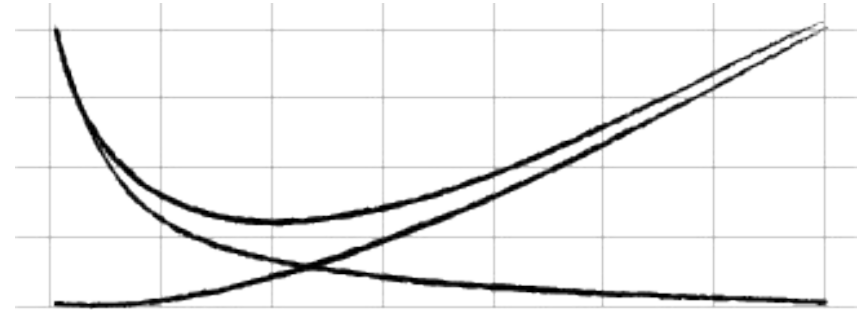
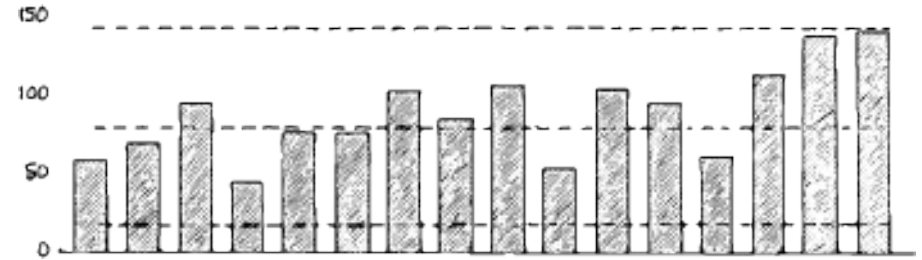
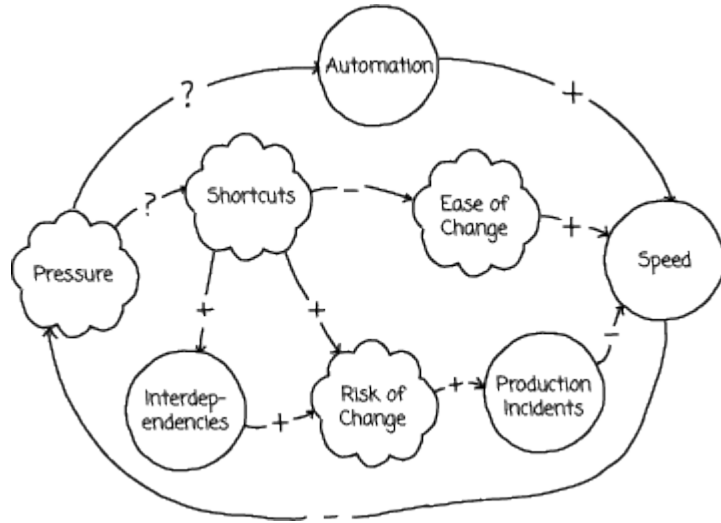
Reversible Decisions



Context Changes

Right Today Can Be Wrong Tomorrow

Study Your System



Do your future self a favor

Study The System...

Favor decisions today that
give you better choices tomorrow
to steer your strategy into the future.

What Questions Do You Have?

The Fundamentals Of Strategy

Thank you!

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