The Fundamentals of Strategy



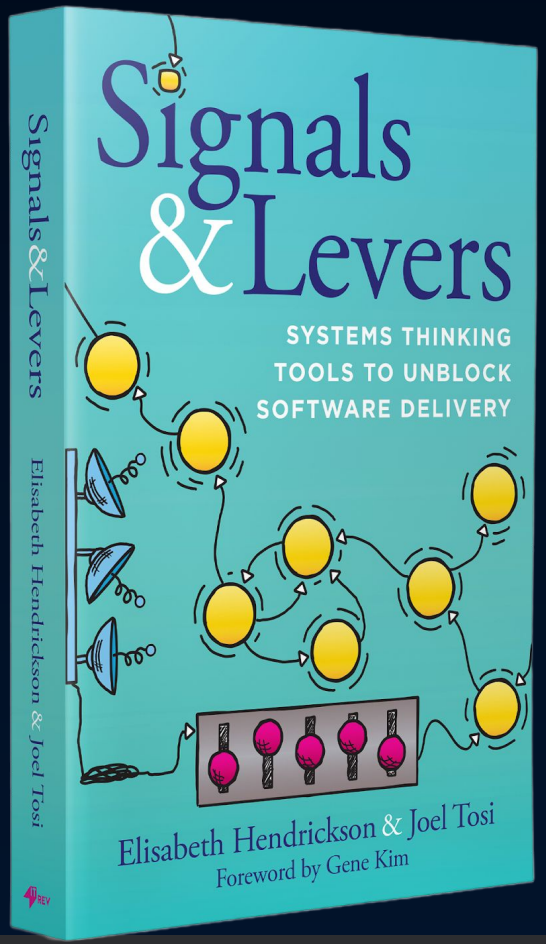


Joel Tosi

Elisabeth Hendrickson

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This material is inspired by our book

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How Do You Win?



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Strategy Requires Choice

1 Option?

2 Options?

3 Options (Or More)

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How Do You Find Choice

Get to the Core Problem

Understand Current Context

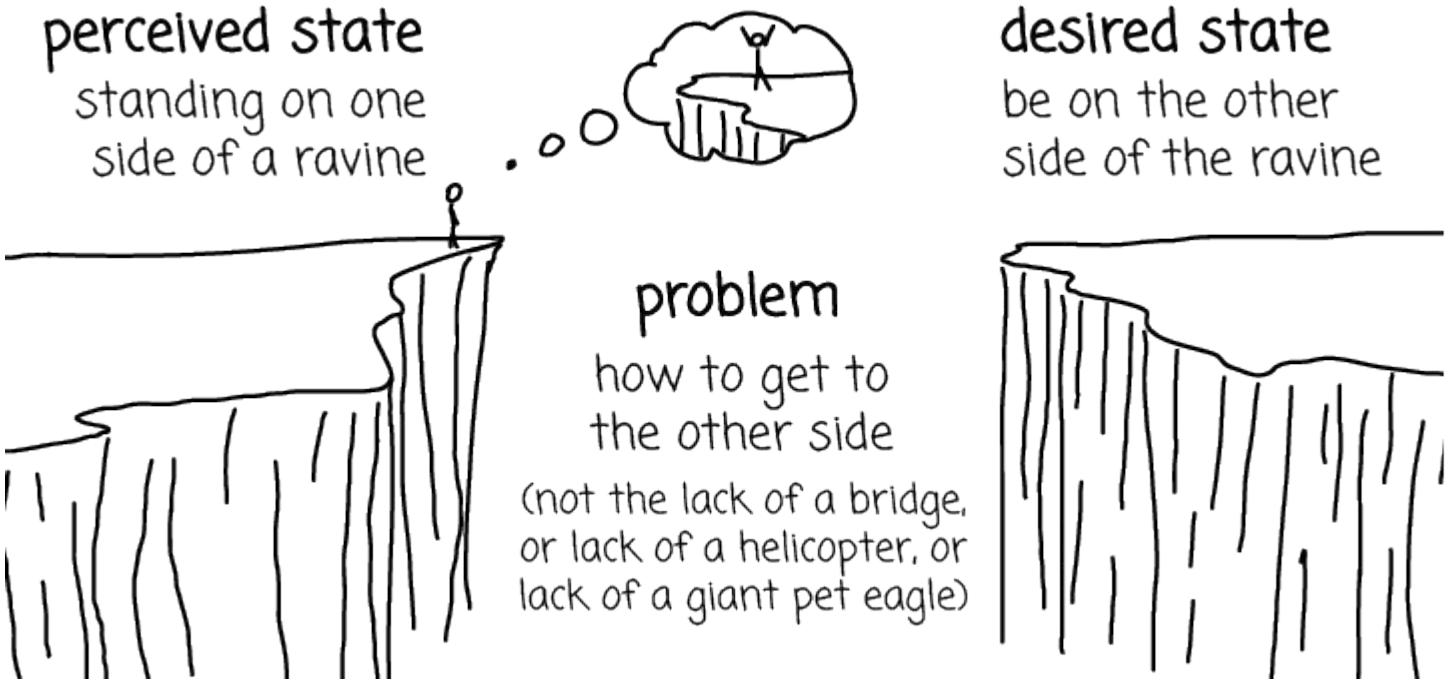
Expand Options

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Get To The Core Problem

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Problem, Not Solution



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How Does The Problem Change?

We need a standard process

We aren't in the cloud

We are on old technology

We have a monolith



Team coordination is difficult

Provisioning takes a long time

Our tech stack is expensive

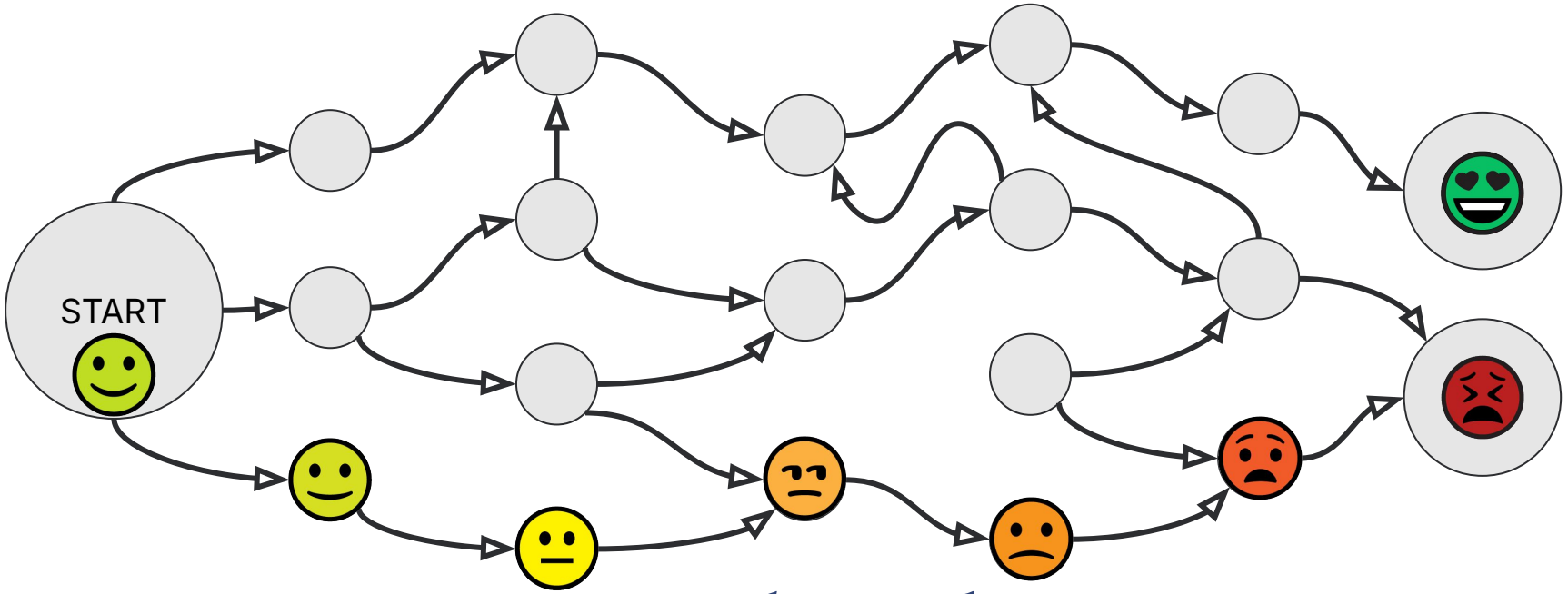
Changes have ripple effects

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Understand Current Context

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Think of your context like a board game...



...past choices determine current options.

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Dimensions of Context: The CREATE Model

Capacity: how much can we do?

Risk: what is the likelihood of incidents or failures?

Execution: how do we work?

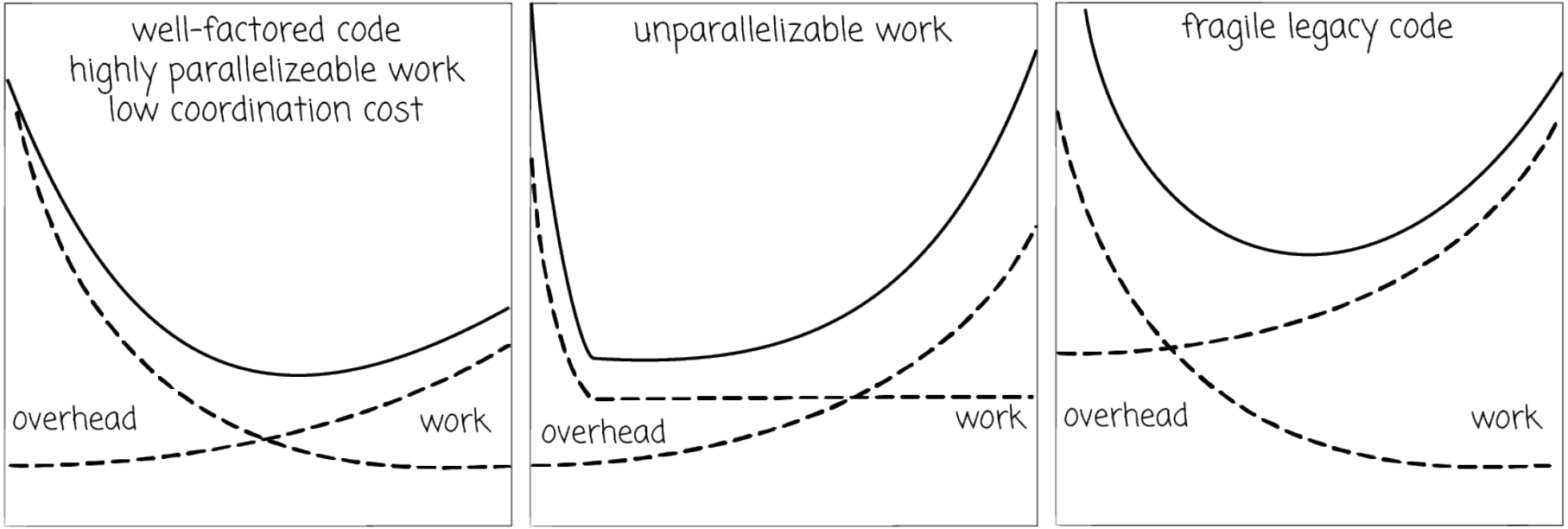
Adaptability: how quickly can we change course?

Trust: how do people treat each other?

Economics: how much does it cost or what will it make?

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Understand Your Context Together

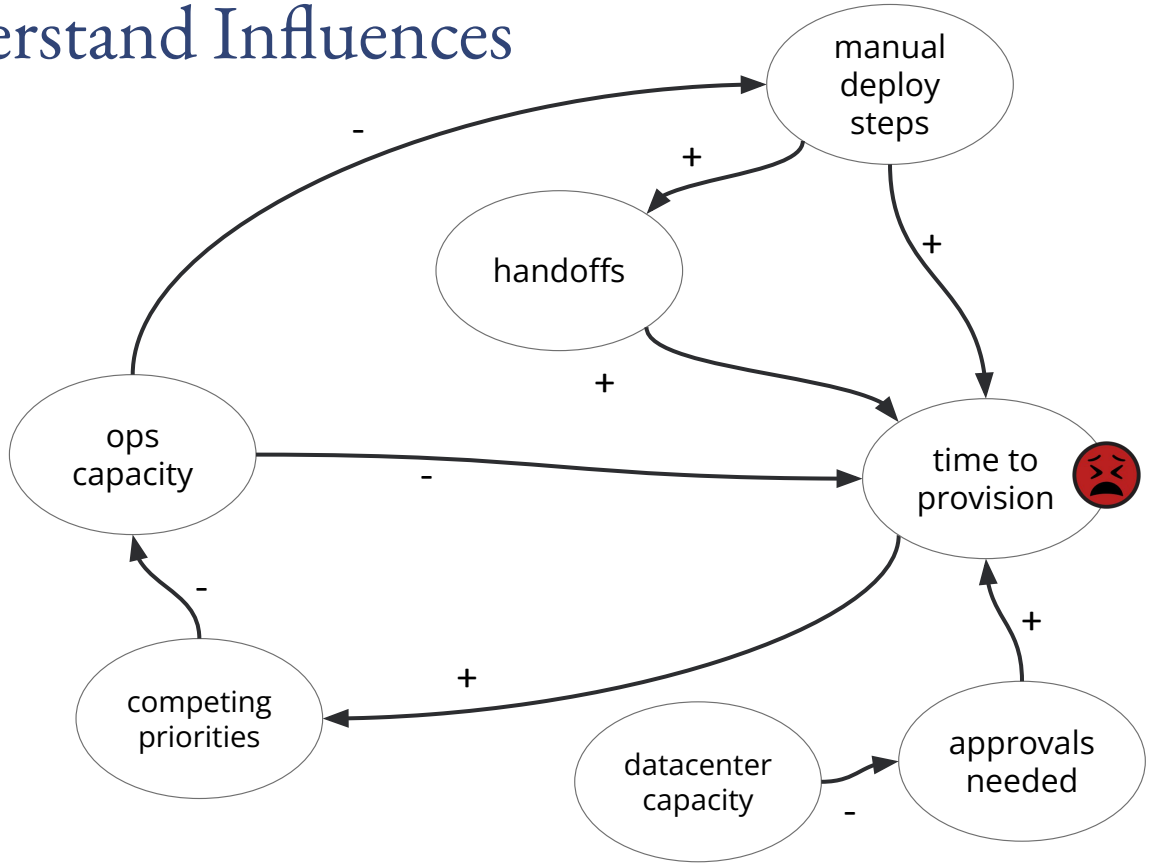


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Expand Options

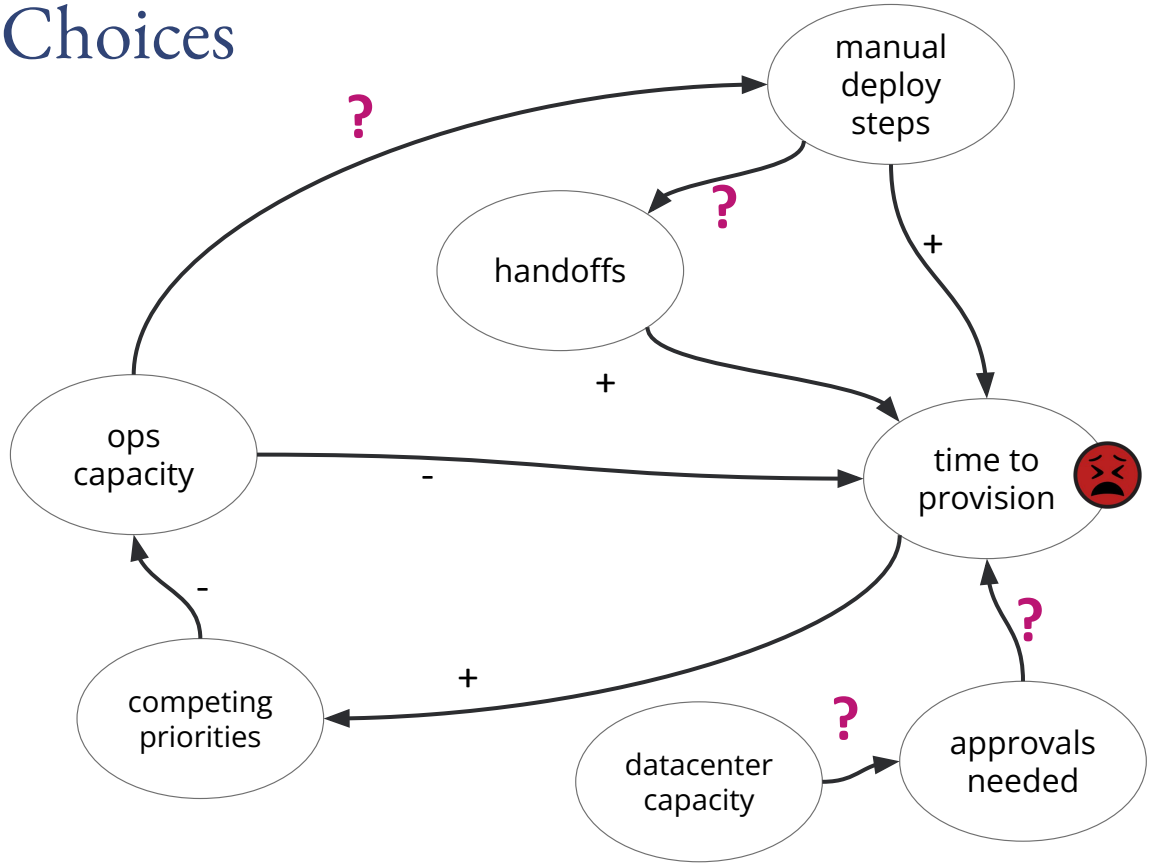
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1. Understand Influences



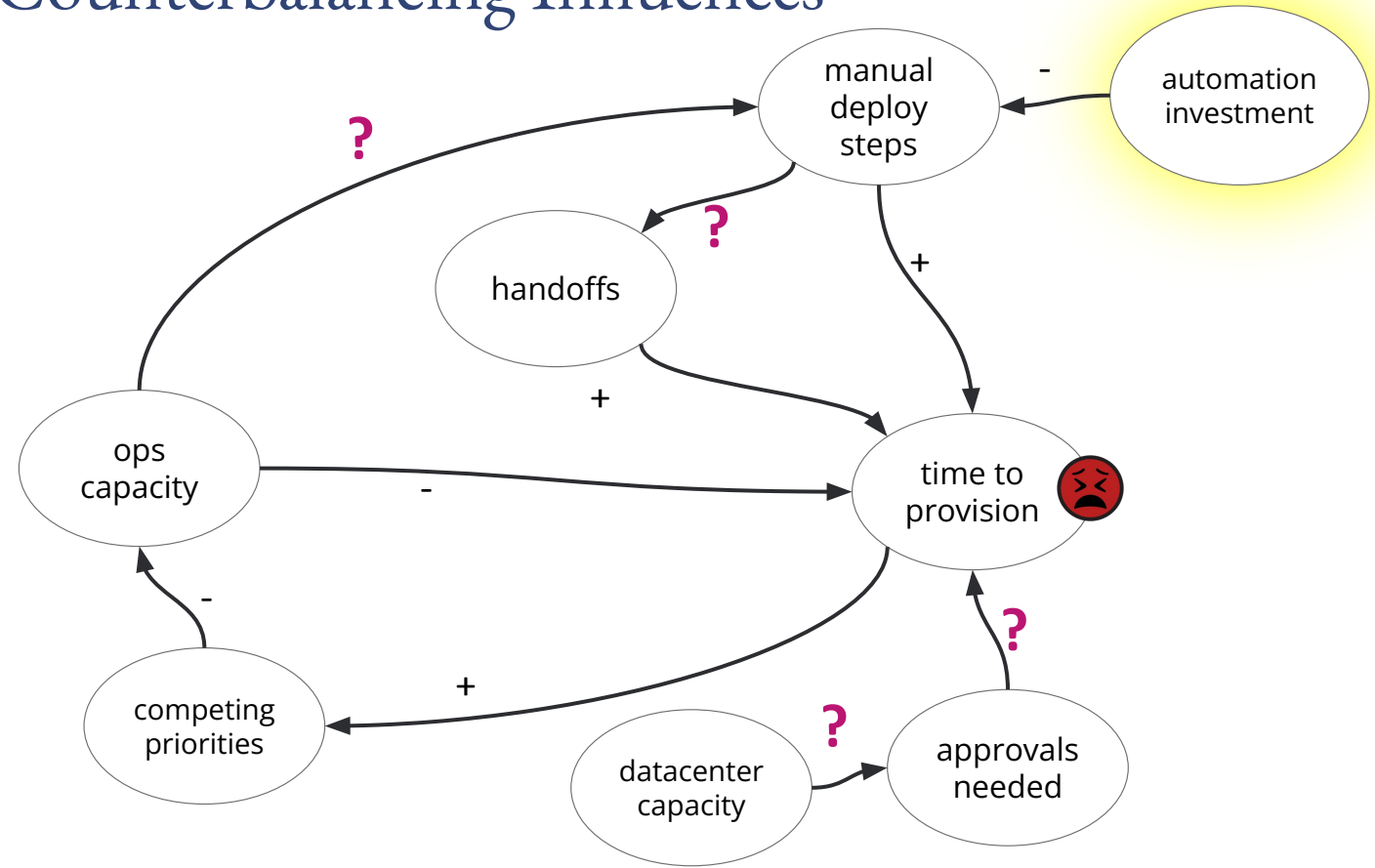
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2. Find Choices



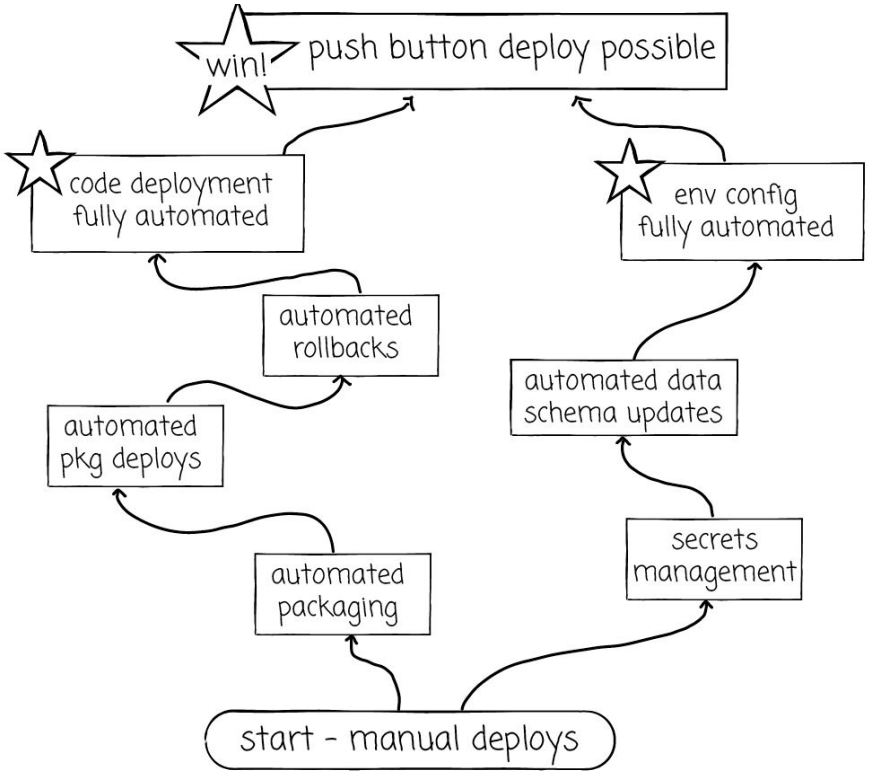
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3. Find Counterbalancing Influences



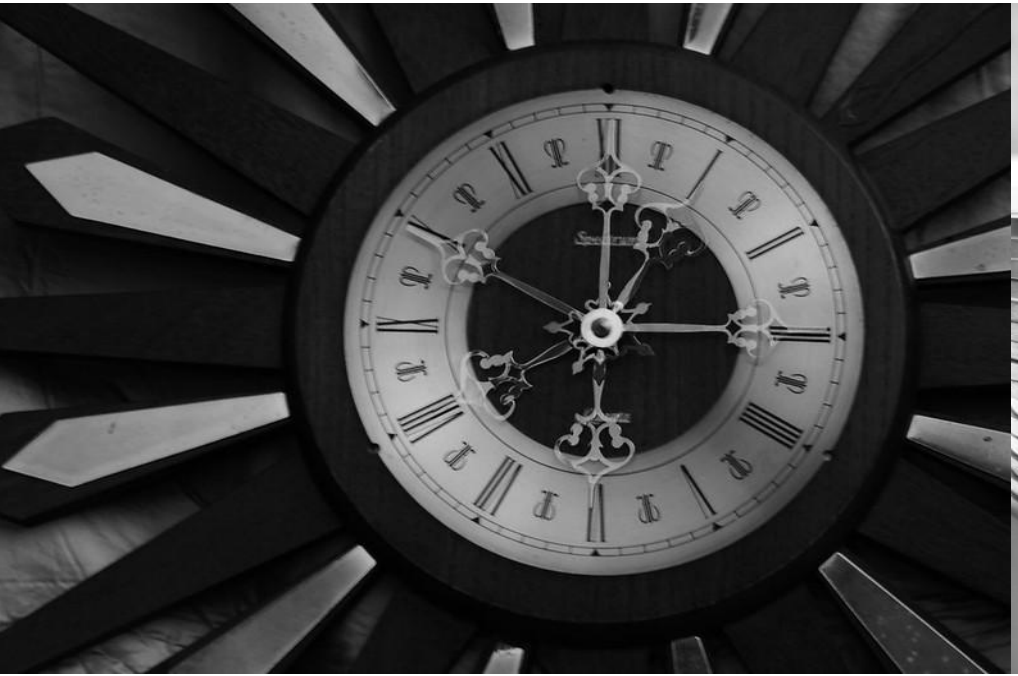
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Sequence for Interim Wins



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Favor Reversible Decisions





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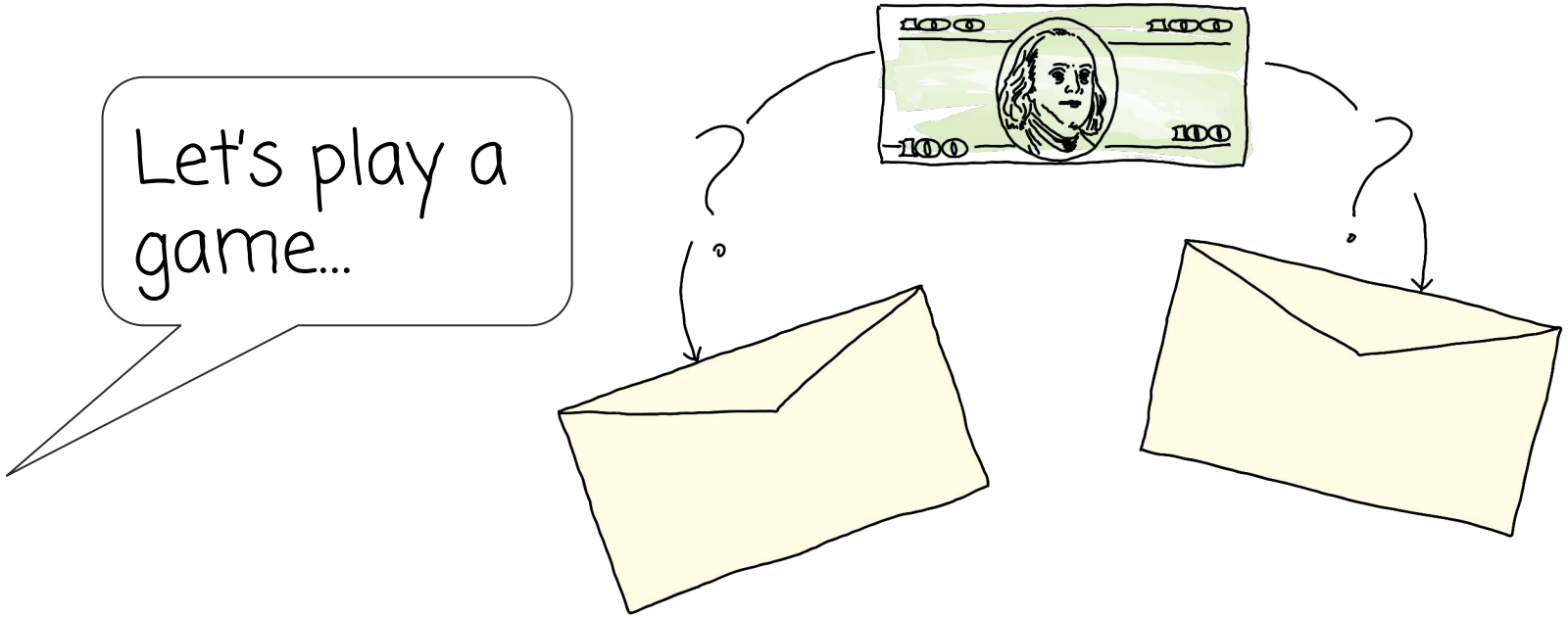
Consider Pausing...

"...the last responsible moment, that is, the moment at which failing to make a decision eliminates an important alternative."

- Mary & Tom Poppendieck , *Lean Software Development*, p.50

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Buy Information



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Learn Quickly

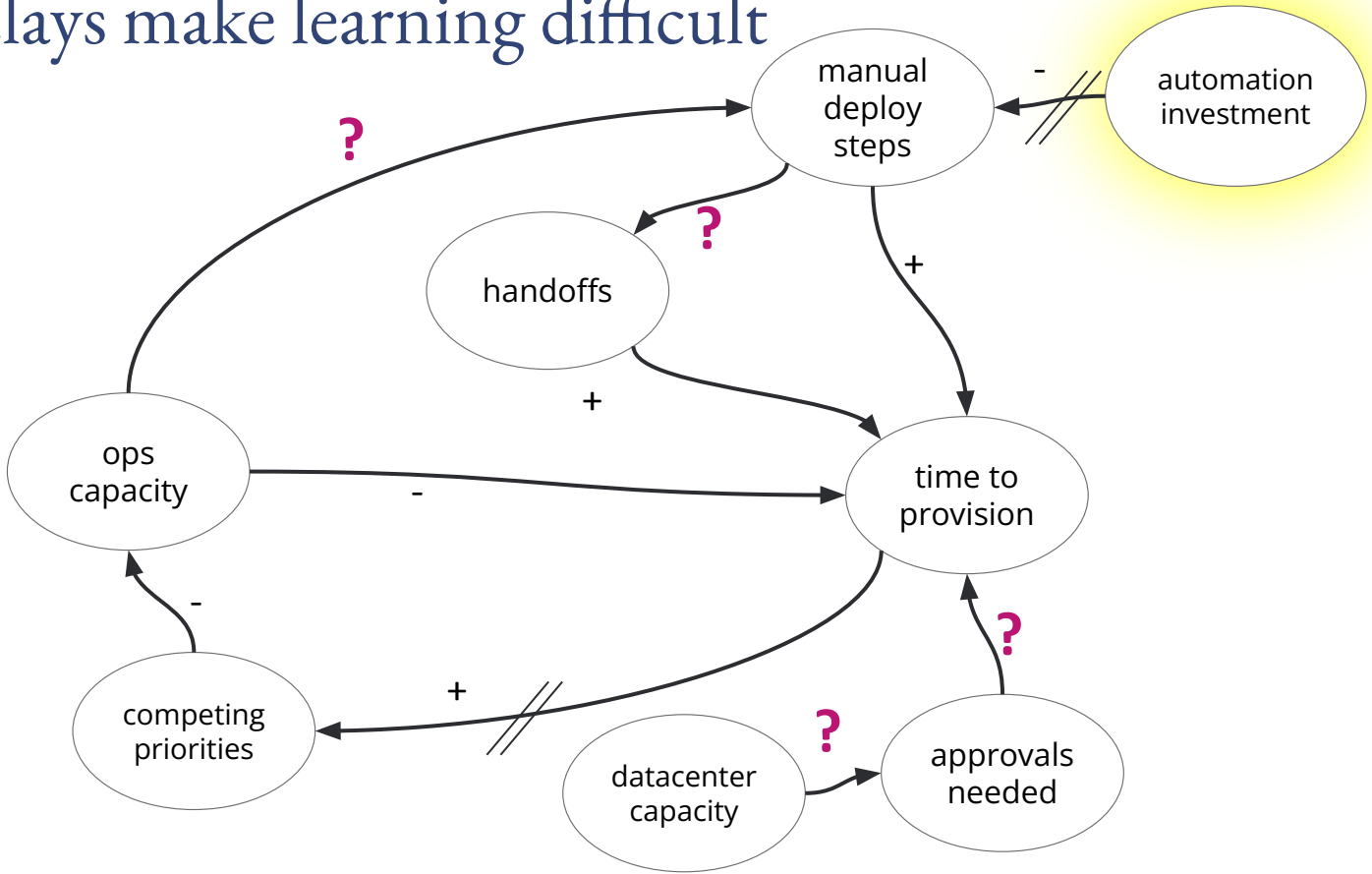
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How will you know if things are getting better or worse?

Treat every decision as a hypothesis to be tested.

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Time delays make learning difficult



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Common Examples of Latency

- Planning Horizons
- Multiple Step ‘Process’
- Applying New Skills
- Skill Isolation / Dependencies
- Understanding New Work
- Work Spanning Time Zones
- Customer Feedback
- Separating Learning from Doing
- Support Tiers
- Team Bonding
- Quality Gates (QA, PR Reviews)
- Trust

Which ones can we directly influence?

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your context is constantly changing

Right +  = Wrong

Wrong +  = Right

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Do your future self a favor

Study The System...

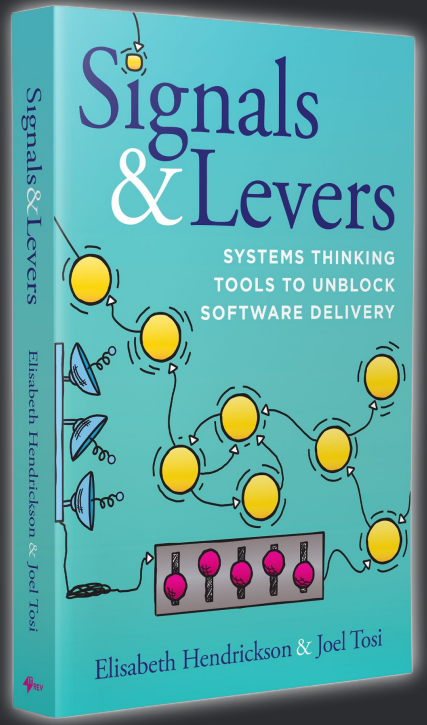
Favor decisions today that
give you better choices tomorrow
to steer your strategy into the future.

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Thank you!

slides + other resources





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