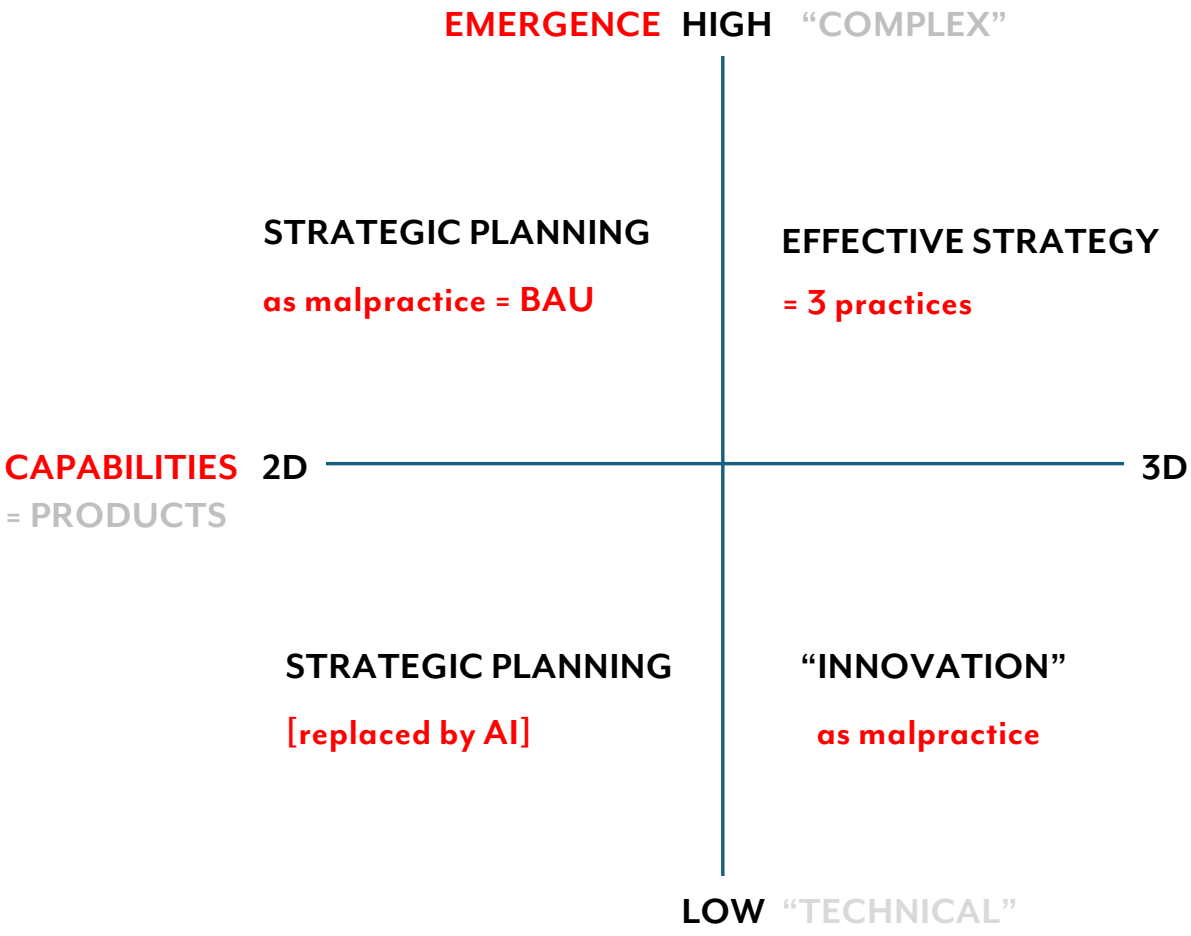
ten in ten

the practice of effective strategy

how to evolve – one day workshop

strategy as planning does not work in complex systems – it is a form of malpractice

participants bring a real-world challenge with them - they leave with a clear idea of what an effective strategic response to this challenge looks like

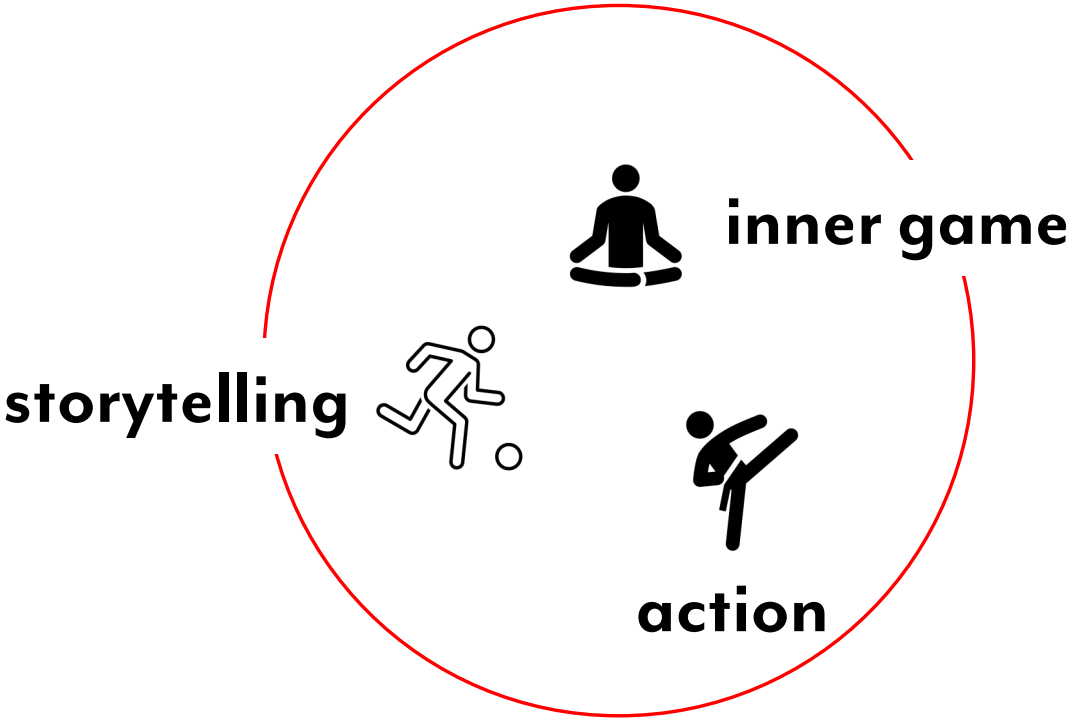

EMERGENCE HIGH "COMPLEX"
STRATEGIC PLANNING
as malpractice = BAU
EFFECTIVE STRATEGY
= 3 practices
CAPABILITIES 2D 3D
= PRODUCTS
STRATEGIC PLANNING
[replaced by AI]
"INNOVATION"
as malpractice
LOW "TECHNICAL"

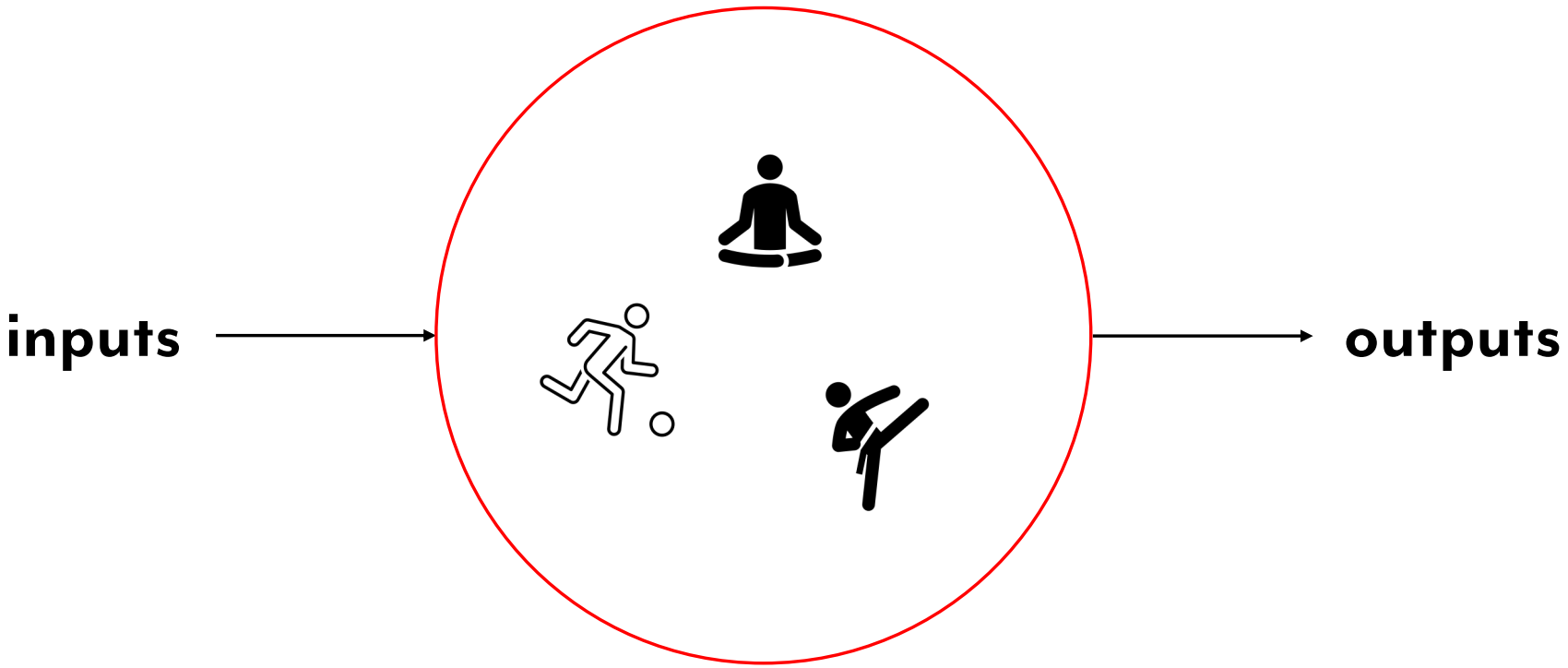
ten in ten

an intact team

playing 3 games

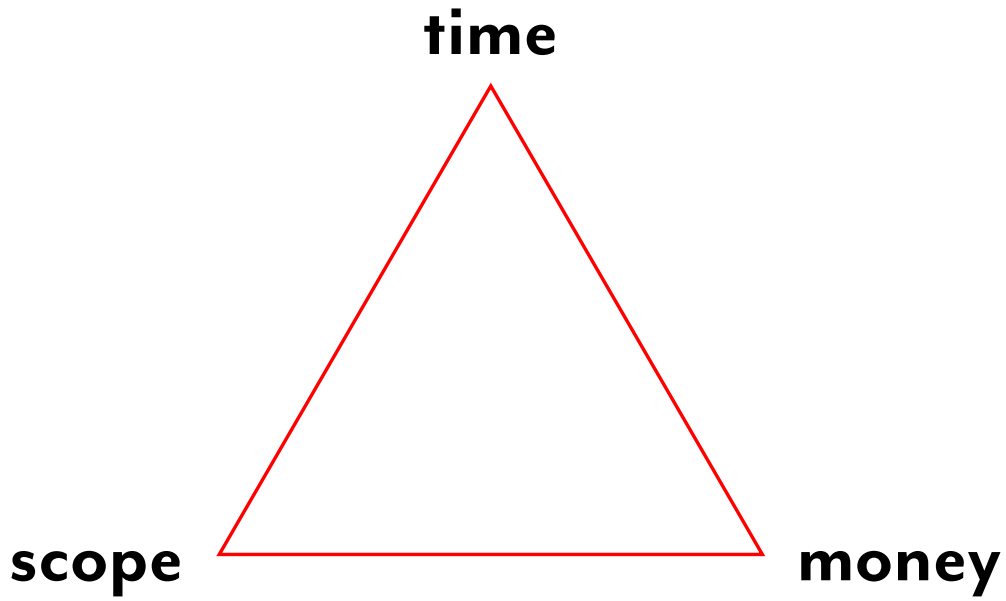
ten in ten




inputs
outputs

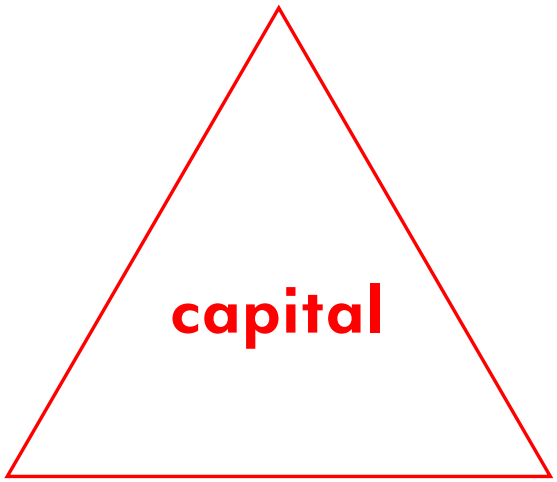
ten in ten

inputs



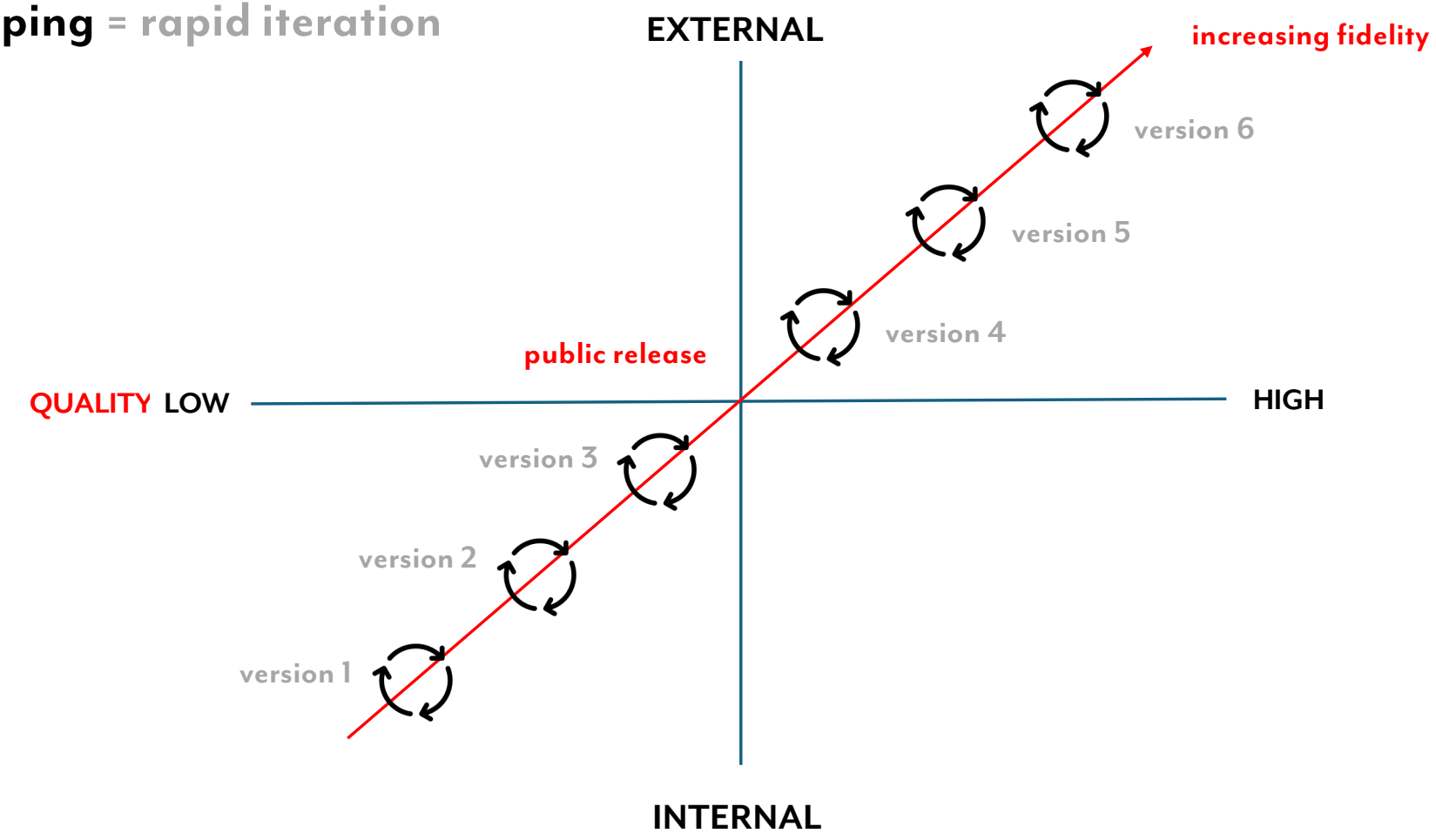
outputs =

return on investment measured in multiple capitals



methodology =

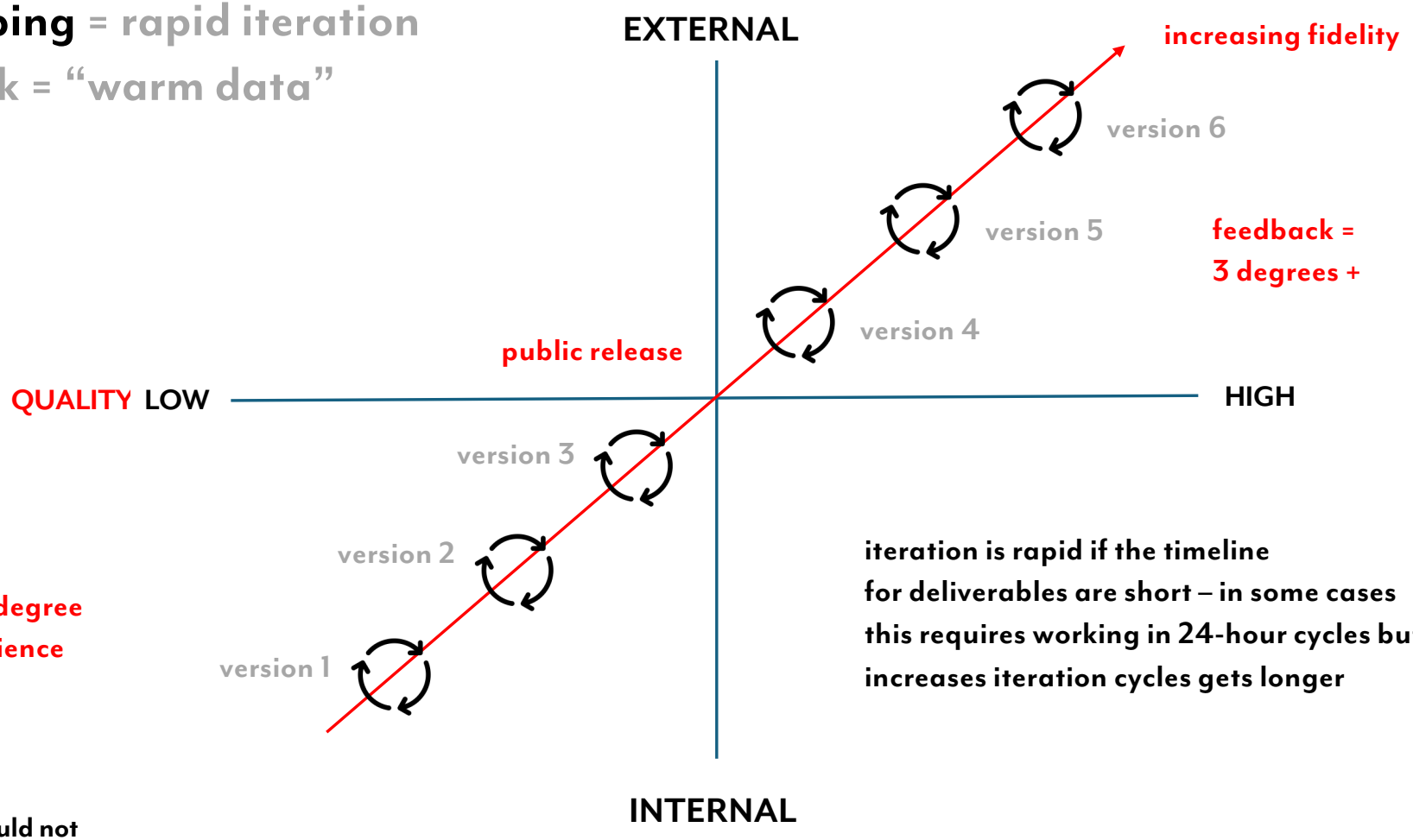
prototyping = rapid iteration



methodology =

prototyping = rapid iteration

feedback = “warm data”



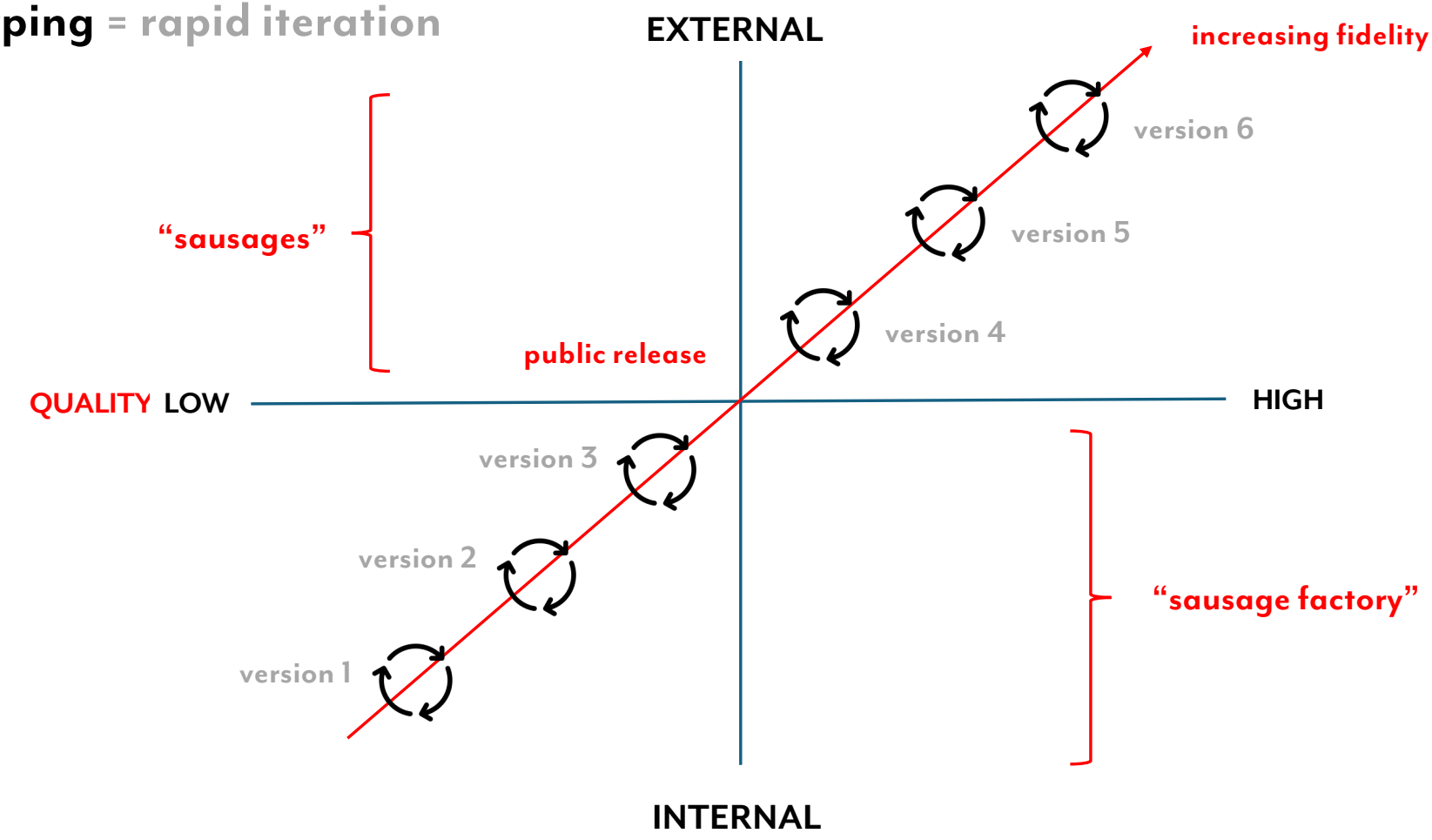
feedback =
1 degree + 2 degree
+ target audience

iteration is rapid if the timeline
for deliverables are short – in some cases
this requires working in 24-hour cycles but as fidelity
increases iteration cycles gets longer

feedback should not
only be internal

methodology =

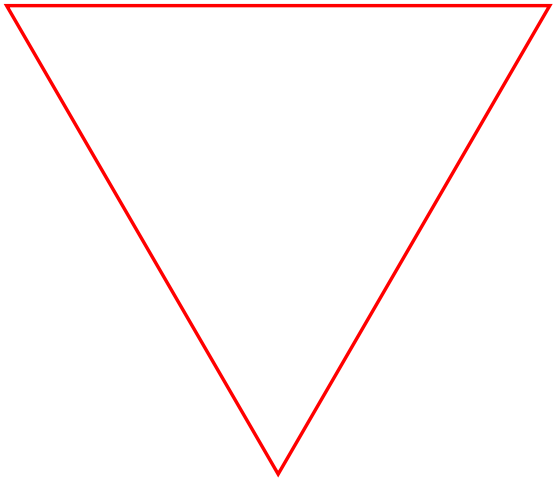
prototyping = rapid iteration



the structure of practice

ten in ten

preconditions



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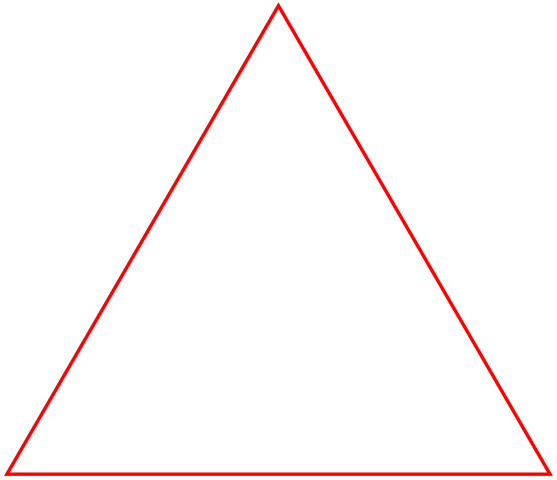


practice

strategy as storytelling

the view from the stars

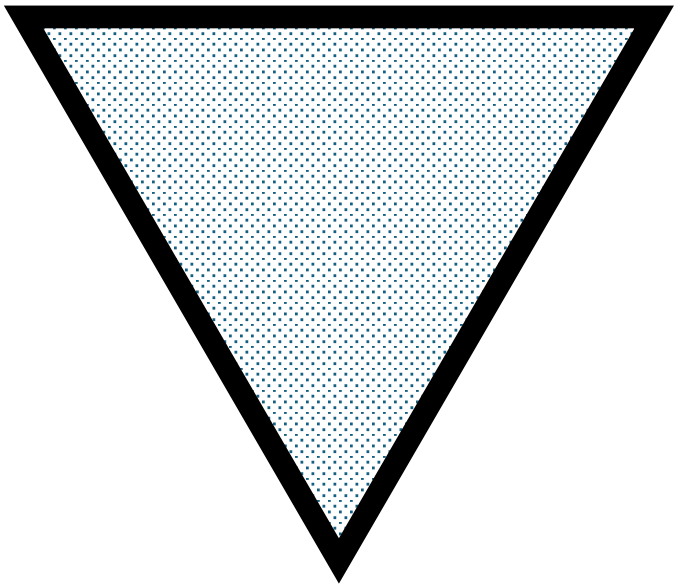
ten in ten

inner game

storytelling

action

“inside-out”



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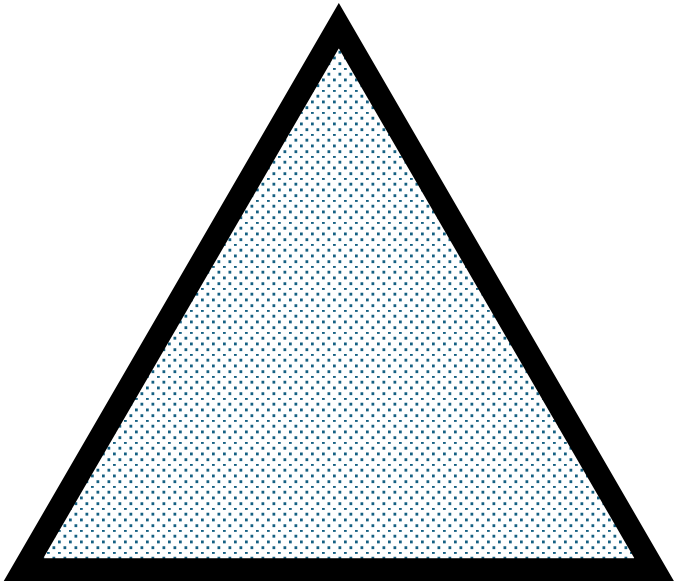
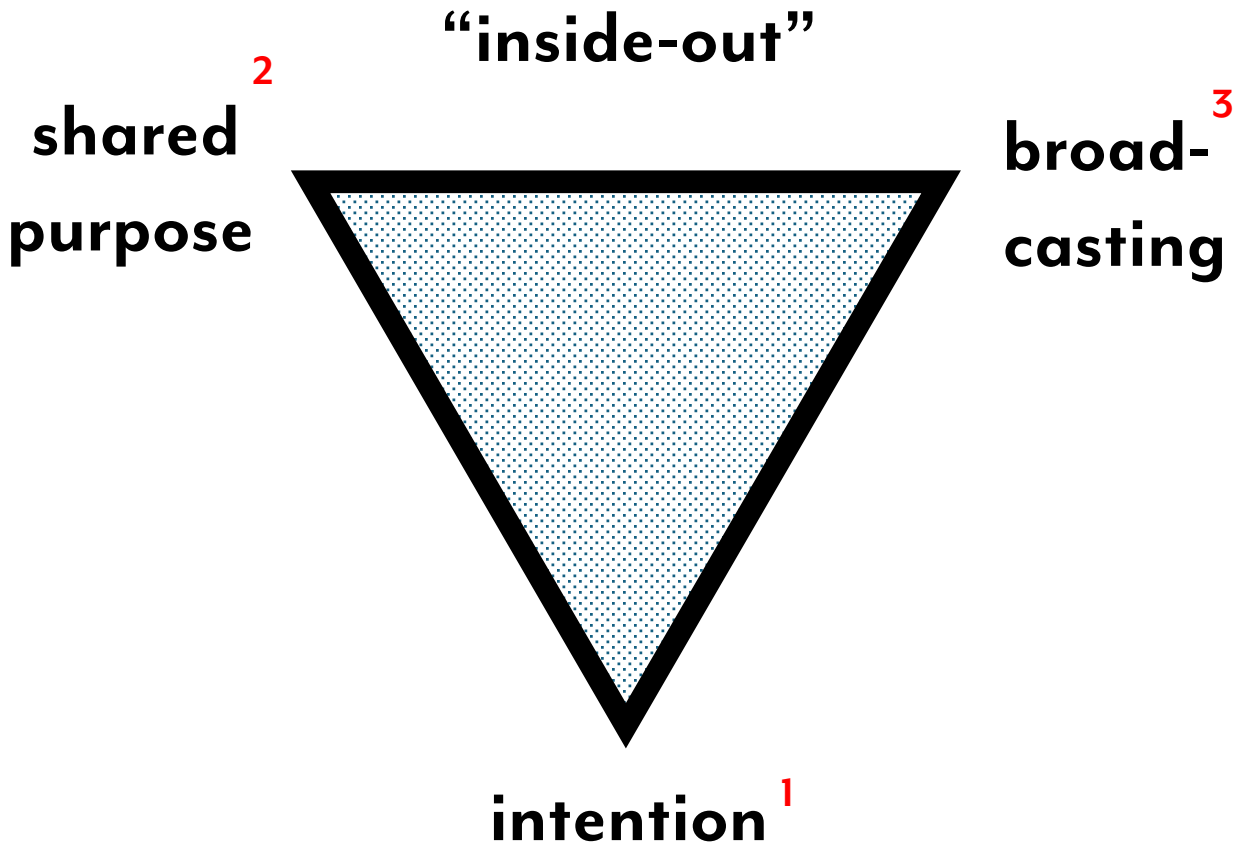
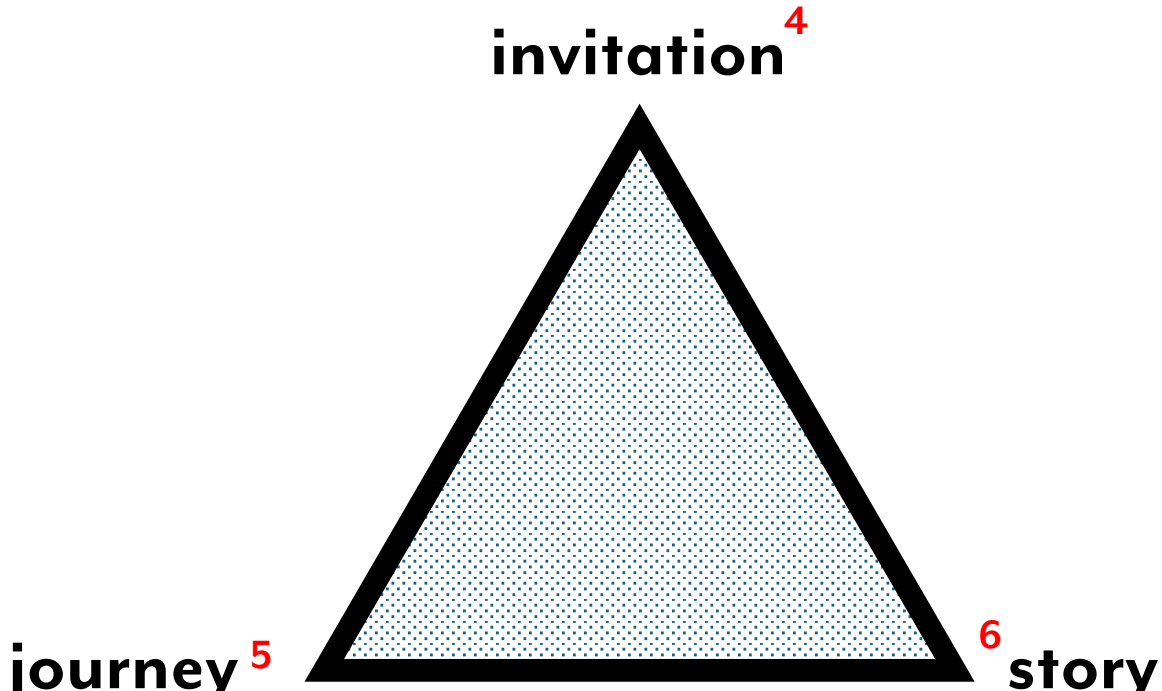


“outside-in”


“inside-out”
shared purpose
2
broad-casting
3
intention
1



“outside-in”

strategy as inner game

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the view from the treetops

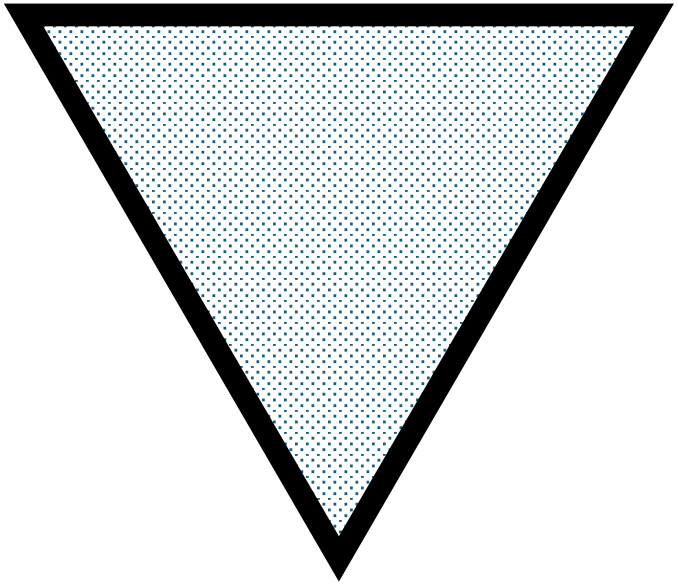
ten in ten

inner game

storytelling

action

preconditions for “play”



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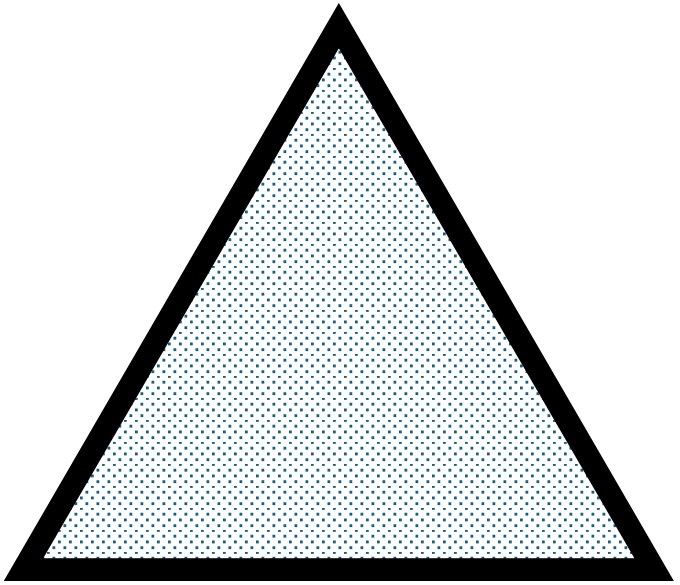
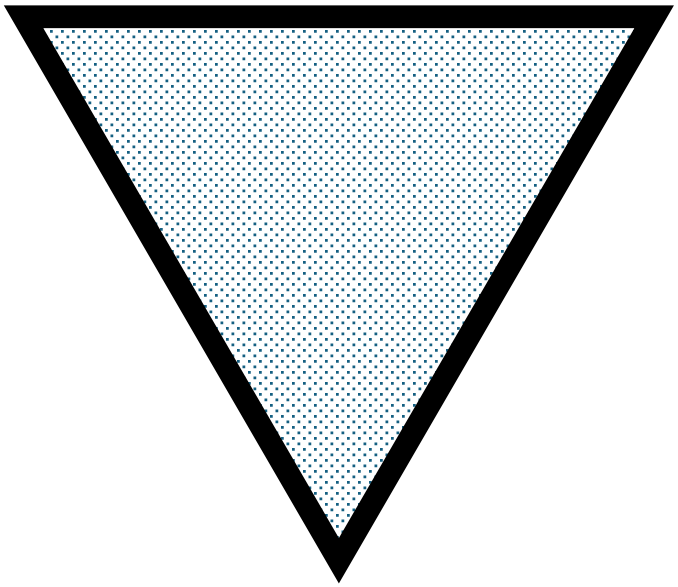


playing the game

preconditions for play

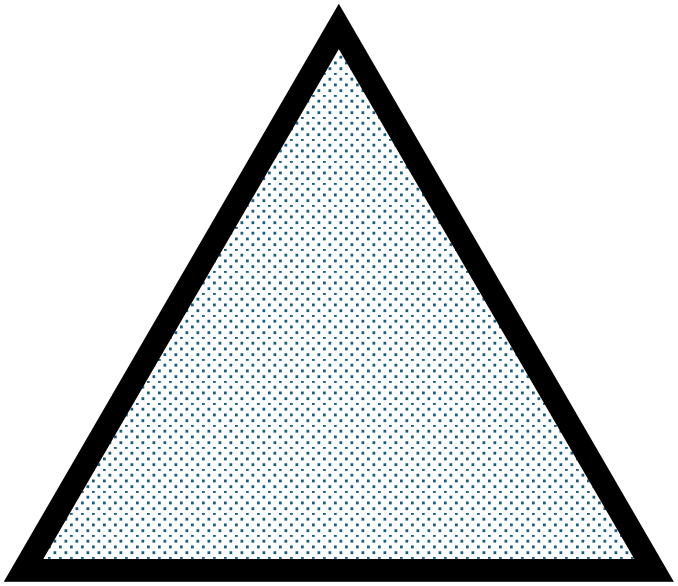
[1] strategic intent



skin-in-the-game [2]

operational risk [3]

practice [6]



[4] standards

muscles [5]

playing the (long) game

strategy as action

the view from the ground

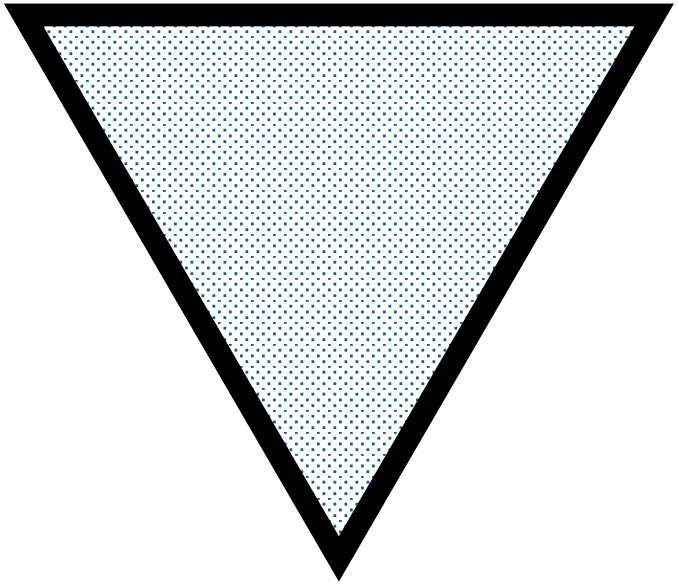
ten in ten

inner game

storytelling

action

preconditions for action



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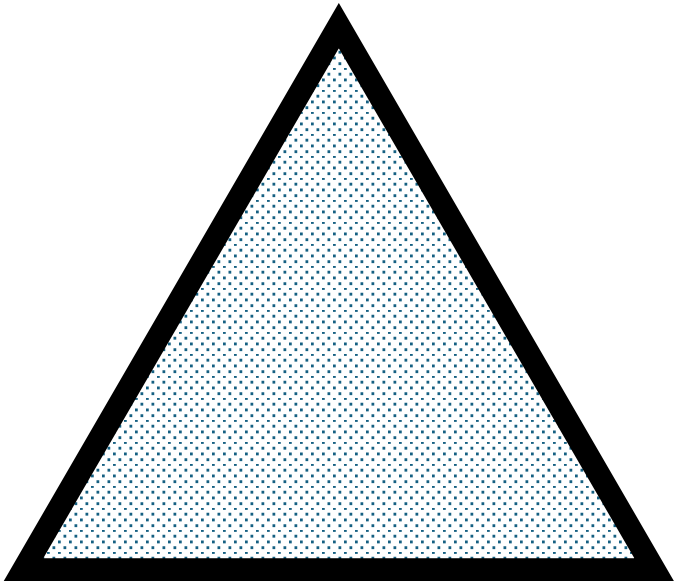
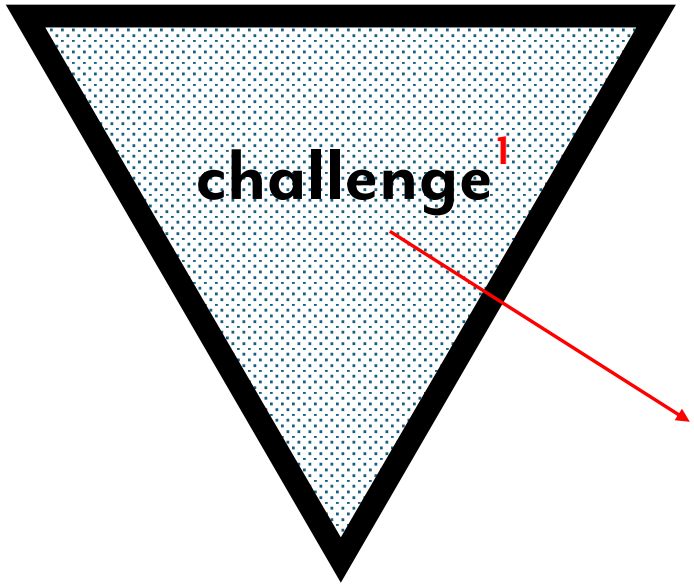


core elements of action

ten in ten

preconditions for action



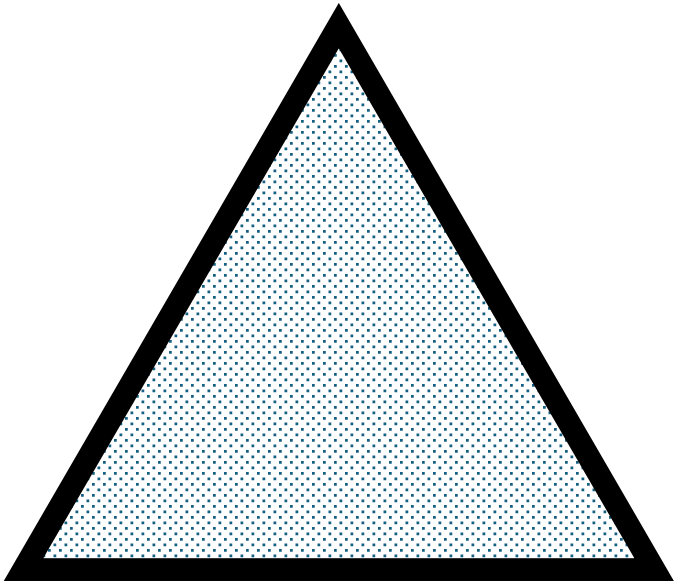
3 people

strategic 4
direction

who benefits?
where are they?

resources 2

team [5]



process [7]

architecture [6]

core elements of action

ten in ten

an intact team

masters

the game

that practices

effective strategy is the result of 25 years of iterative practice

ten in ten

“action is character.” f scott fitzgerald