

Why Strategy is
Important to You

No Matter Where
You Work

DAVID CANNON

30 OCTOBER, 2019



Agenda

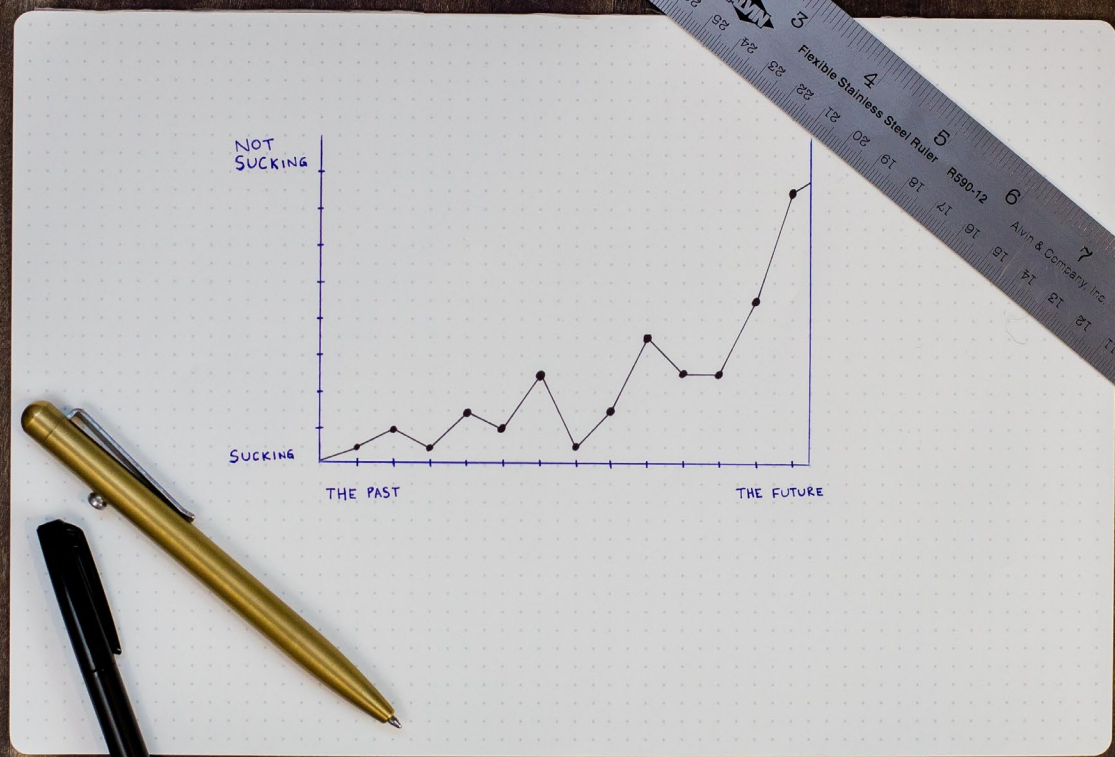
- Why Strategy Matters
- The difference between Improvement and Strategy
- Making Strategy work for You

Why Strategy Matters



Leaders who
Think
Strategically:

Anticipate and adapt	Anticipate and adapt to change
Foster	Foster belief in a common purpose
Build	Build (self-)motivated teams
Engender	Engender trust and a safe working environment
Balance	Balance doing the right things with doing them right
Stand out	Stand out from the crowd



The Difference between Improvement and Strategy

improve verb

im ▪ prove | \im-'prüv\

improved; improving

Definition of *improve*

transitive verb

- 1 a** : to enhance in value or quality : make better
- b** : to increase the value of (land or property) by making it more useful
- 2** : to use to good purpose

intransitive verb

- 1** : to advance or make progress in what is desirable
- 2** : to make useful additions or amendments

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strategy **noun**

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plural strategies

Definition of *strategy*

- 1** : A plan of action designed to achieve a long-term or overall aim
- 2** : The art of planning and directing overall military operations and movements in a war or battle

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When to Improve

- When you're doing the right things, but not well enough
- When a new technology or method can:
 - improve quality
 - save time
 - Save money

When to use Strategy

- When business needs change
- When what you do is great, but not enough



Why Improvement can be Really Hard

(unless you're starting from rock bottom)



Improvements eventually plateau



At a certain point, better doesn't matter ...



... and it costs a lot of money



It can be really demotivating for people who have honed their skills, knowledge and performance to hear that they're STILL not good enough

Why Strategy can be Easier than you Think



You're doing something that's needed



You're giving more than expected, even if initial performance is low



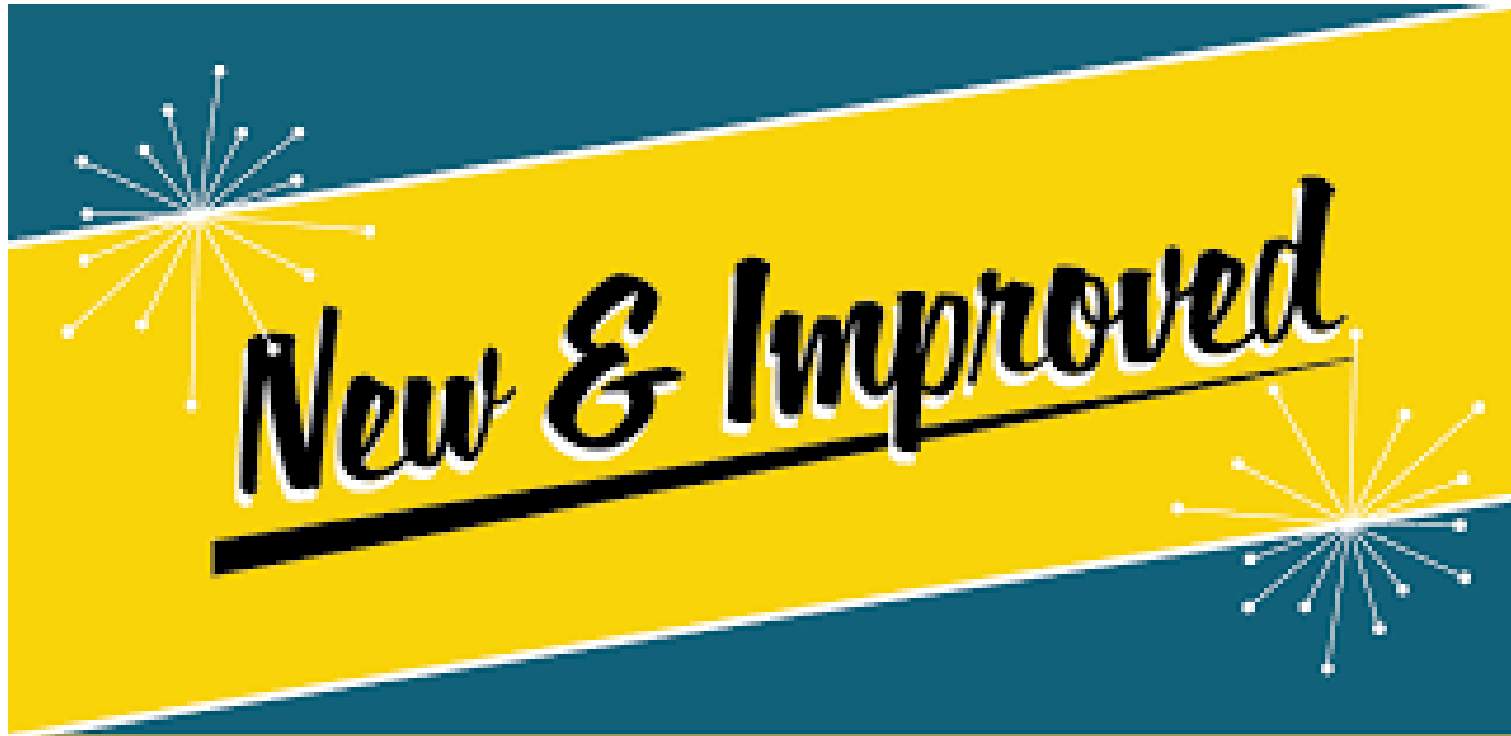
You're building something based on the things you love doing and are good at



It's exciting to pursue something aspirational



It's newsworthy



Remember: It's possible to do both at the same time!

Making Strategy Work for You



Step 1: Look Out, Look In, Look Forward

- Look out:
 - Who are your customers and other stakeholders?
 - What do they do?
 - How do they use what you give them? Are they happy?
 - Are there things you could do for them but aren't?
- Look in:
 - Who is your team?
 - What are they good at? What do they love doing?
- Look Forward:
 - Is any of that likely to change?

Step 2: Live the Dream!

- Look at the results of Step 1
- What would it look like if you could do any of the things listed that you don't do today?
- What would it feel like?
- Build a "Team Dream"
- Get behind your team as they start to figure out what it means to live the dream

Step 3: Plan and Empower

- Keep the team's focus on the vision and help them to articulate it in a set of achievable goals
- Enlist their help in creating the plan and committing to the effort
- Get out of their way:
 - Create a bubble
 - Remove obstacles
 - Only step in where actions threaten to take the team off course

Step 4: From Bored to Dashboard

- Change your meetings up
- Make meetings a war room where everyone can focus on all moving pieces in achieving the strategy
- Create a dashboard that shows exactly where each plan is, and allow team members to ask for help
- Remember that doing your existing job must be part of the strategy!

Step 5: Expect the Unexpected

- Strategy is about change
- Change is about the future
- The future is unpredictable
- Even the best strategies will be threatened by unexpected events
- Expect them, and be prepared to take another course
- Never be afraid to take your team into your confidence

Thank you



- David Cannon
- dcannon@nfiniti3.com
- www.nfiniti3.com
- @itilso
- +1-972-971-8191

