

Explaining Strategy

Connecting the dots of Strategy's cycle

Learn and Practice LIVE with
MIHAI IONESCU



NOVEMBER 4-29, 2024

OVERVIEW

The Strategy Management discipline has been built over several decades of emerging ideas that have been confirmed or rejected by the test of practice. Unfortunately, some of the failed ideas still float around, making it more difficult for us to understand with clarity how Strategy's processes should work.

The *Explaining Strategy* applicative course is aimed at connecting the dots of the key concepts, theories, and frameworks that are placed at the foundation of the Strategy, providing an integrative view that allows us to separate the signal from the noise in understanding how Strategy should best be built and managed.





We are looking at all available thought processes that we can use to design and implement the Strategy, identifying their inputs & outputs, and understanding what is strictly necessary for an integrated system, and what is redundant, or doesn't fit with the rest.

This course is not only about *explaining* Strategy. It is also about testing how its concepts work *in practice*. For this reason, the course sessions are a balanced mix of *showing* and *doing*, including a teamwork exercise of designing Strategy's and Strategic Plan's models, enabled by a specialized team exercise web-based application.

Each cohort team will select a case template, then work step by step for building the Strategy models applicable to their case. The team discussions are encouraged and separate virtual meeting rooms are provided during the Practice Sessions.

Explaining Strategy was born from the practice of testing how the key concepts and theories of Strategy work for real people in real organizations.

Schedule at a glance

-  **Course Start Date** November 4, 2024
-  **Course Duration** 4 Weeks, including 3h kick-off meeting 3h wrap-up meeting
-  **Course Sessions** 4 x 3h live sessions, one every Tuesday
-  **Practice Sessions** 4 x 3h live sessions, one every Thursday

Practice Sessions

This is a unique opportunity to test the concepts and methods presented in the course, by using the *StrategyGlue* web-based platform that is made available as a team exercise environment for building the Strategy model and the Strategic Plan model, for cases selected from several templates available or proposed by course participants.

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What you'll learn:

☑ Understand Strategy's integrative role

Grasp the essentials of the interdependent relationships between the processes of Strategy Experimentation, Strategy Formulation, and Strategy Execution, and better understand how the outcome of the thinking process from each of them flows into the next, in a closed loop system.

☑ Get clarity on how Strategy is adaptive

Understand how the traceability of the chains of hypotheses that we employ when deciding on the components of our Strategy's models allows us to find out which of those hypotheses turned out to be invalid and how we adapt our models, as a consequence of that.

☑ Practice the design of Strategy models

This course is not only theory. We practice what we preach and so can you in the *Practice Sessions*, during which we will experience the effective team decision-making, enabled by an online platform that allows us to design our own Strategy and Strategic Plan models.

Due to interactivity reasons, there are limited seats available for each cohort. Ready to get clarity on how the full Strategy works? Learn more in the Enrollment page.

Enroll to your time-zone cohort:

[Americas](#)

[EMEA](#)

[APAC](#)

Contact us to learn more about [private group opportunities](#).

🕒 Key Concepts

- Strategy's main challenge is to provide the best-fit solutions for specific types of customer Jobs-to-Be-Done.
- Strategy is continuously adaptive because not all hypotheses upon which it is built can be valid.
- Strategy is managed in a continuous, overlapping cycle of formulation and execution that feed into each other.
- Strategy's choices aim to maintain an ambidextrous wave of parallel, transient competitive advantages.
- Strategy's choices are positioning the organization within the market-solutions space, and are selected from a reference cognitive model of choices types.
- Selecting Strategy's choices is enabled by experimentation and based on anticipated influences inferred from the analysis of trends and weak signals.
- Strategy's choices must be supported by a set of required activities and capabilities
- Strategy's execution must close the gaps between the existing and the desired positioning and between the existing and the required capabilities and activities.
- Strategy's execution is driven by the cause-effect related and aligned objectives achieved through the effects of initiatives with monitored outcomes.



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The course structure:

Kick-off session	Items: <ul style="list-style-type: none">• Sessions Intro• Framework Intro• Sessions Agenda• Practice Platform	 Case Teamwork <ul style="list-style-type: none">• The course is organized on three cohorts of maximum 15 people, which form a team.• Each team works during the coach-lead practice sessions on creating a Strategy model and a Strategic Plan model for the case that they selected from a set of cases available or proposed by a team member.• At each stage of the methodology, the team members suggest model components that must be decided upon for that stage, then the alternatives proposed are voted, and a final team decision is made.• The <i>StrategyGlue</i> web-based platform is providing a separate team environment to each of the three cohort teams.• The platform facilitates the communication between team members during the practice sessions, as well as outside of the session times, 24/7 every day, for the whole duration of the course.• A separate video-conferencing platform is made available 24/7 to each team for instant team meetings related to the case study practice exercise, together with a discussions board for off-line team conversations.• The course runs on the  DISCO platform.
Strategy Formulation 1	Stages: <ol style="list-style-type: none">I. Product ExperimentsII. Choices Experiments<ol style="list-style-type: none">1. Trends & Signals Spyglass2. Choices Compass	
Strategy Formulation 2	Stages: <ol style="list-style-type: none">3. Capabilities Factory4. Gaps Closing Scheduler5. Feasibility & Viability Gateway	
Strategic Planning	Stages: <ol style="list-style-type: none">6. Planning Board7. Alignment Concerto8. Operations Bridge	
Strategic Plan Execution	Stages: <ol style="list-style-type: none">9. Execution Pit Stop10. Hypotheses Test Bench Items: <ul style="list-style-type: none">• Wrap-up & Conclusions	

NOVEMBER 4-29, 2024

The cohort schedule:

November 4-29, 2024

Sunday Monday Tuesday Wednesday Thursday Friday Saturday

	04 November Kick-off session	05 November Strategy Formulation 1 Course Session	06 November	07 November Strategy Formulation 1 Practice Session	08 November	09 November
10 November	11 November	12 November Strategy Formulation 2 Course Session	13 November	14 November Strategy Formulation 2 Practice Session	15 November	16 November
17 November	18 November	19 November Strategic Planning Course Session	20 November	21 November Strategic Planning Practice Session	22 November	23 November
24 November	25 November	26 November Strategic Plan Execution Course Session	27 November	28 November Strategic Plan Execution Practice Session	29 November Wrap-up session	

10 sessions, each session duration: 3h
Total duration: 30h, during 4 weeks

NOVEMBER 4-29, 2024

The sessions times:

Each cohort has allocated a time mapped against specific time-zones, allowing everybody to attend one of the three live sessions delivered during each day of the course, irrespective of where they live in the world.

November 2024		
Time Zones	Regions, Countries (examples)	
PDT (UTC-7)	Pacific US, British Columbia, Mexico (Baja)	Cohort C AMERICAS 17:00-20:00 UTC
MDT (UTC-6)	Mountain US & Canada, Pacific Mexico	
CDT (UTC-5)	Central US & Canada, Mexico, Central America	
EDT (UTC-4)	Eastern US, Western Brazil, Peru, Bolivia	
BRT (UTC-3)	Eastern Brazil, Chile, Argentina, Uruguay	
BST (UTC)	UK, Portugal, Iceland, Western Africa	Cohort B EMEA 11:00-14:00 UTC
CET (UTC+1)	Western & Central Europe, NW & Central Africa	
EET (UTC+2)	Eastern Europe, Central Africa, Middle East	
GST (UTC+4)	UAE, Oman, Georgia	
PKT (UTC+5)	Pakistan	
IST (UTC+5:30)	India	Cohort A APAC 5:00-8:00 UTC
SGT (UTC+7)	South-East Asia, Western Indonesia	
AWST (UTC+8)	Philippines, Eastern Indonesia, Western Australia	
JST (UTC+9)	Japan, South Korea, Central & NW Australia	
AEST (UTC+10)	South-East Australia	

Cohort C
AMERICAS
17:00-20:00 UTC

10:00-13:00
11:00-14:00
12:00-15:00
13:00-16:00
14:00-17:00

Cohort B
EMEA
11:00-14:00 UTC

11:00-15:00
12:00-15:00
13:00-16:00
15:00-18:00
16:00-19:00

Cohort A
APAC
5:00-8:00 UTC

10:30-13:30
12:00-15:00
13:00-16:00
14:00-17:00
15:00-18:00

Due to interactivity reasons, there are only 15 seats available for each cohort.
Ready to get clarity on how the full Strategy works? Learn more in the Enrollment page:

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