



Two more things

A Strategy is an integrated set of feasible choices to gain a competitive advantage, while navigating constraints and uncertainties

1. What is our winning aspiration?

2. Where do we want to play?

3. How will we win?

4. Which capabilities must we have or develop?

5. Which management systems do we need to support the strategy?

Playing to PLAY versus Playing to WIN

Most companies play to play and do similar things like their competition.

Disproportional benefits go to industry actors that play to win.

This could be acceptable, until:

- One (new) competitor engages a head-to-head battle.
- Disruptive changes come into play.
- Market matures.



The traditional process

Key characteristics

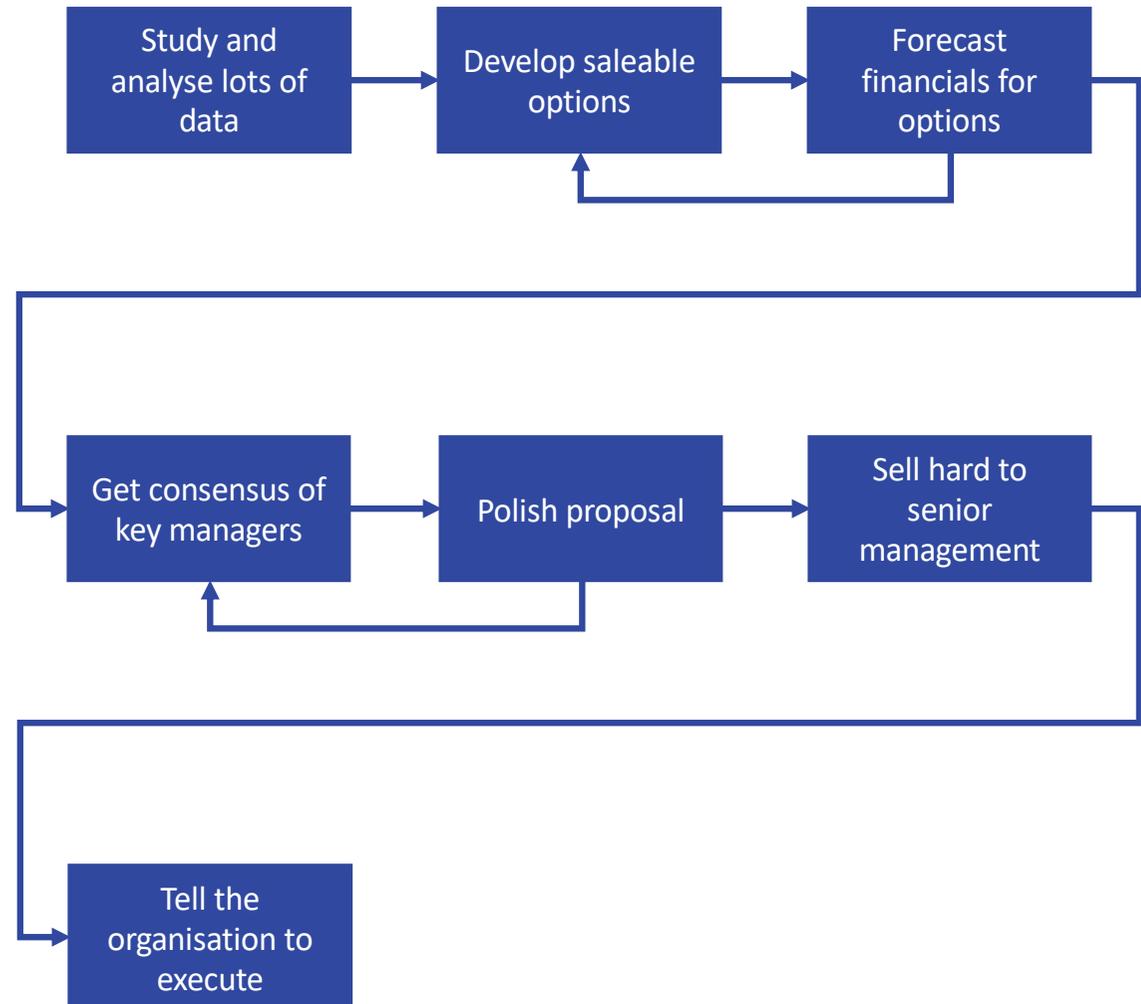
Project team and/or consultant do rigorous and broad analysis.

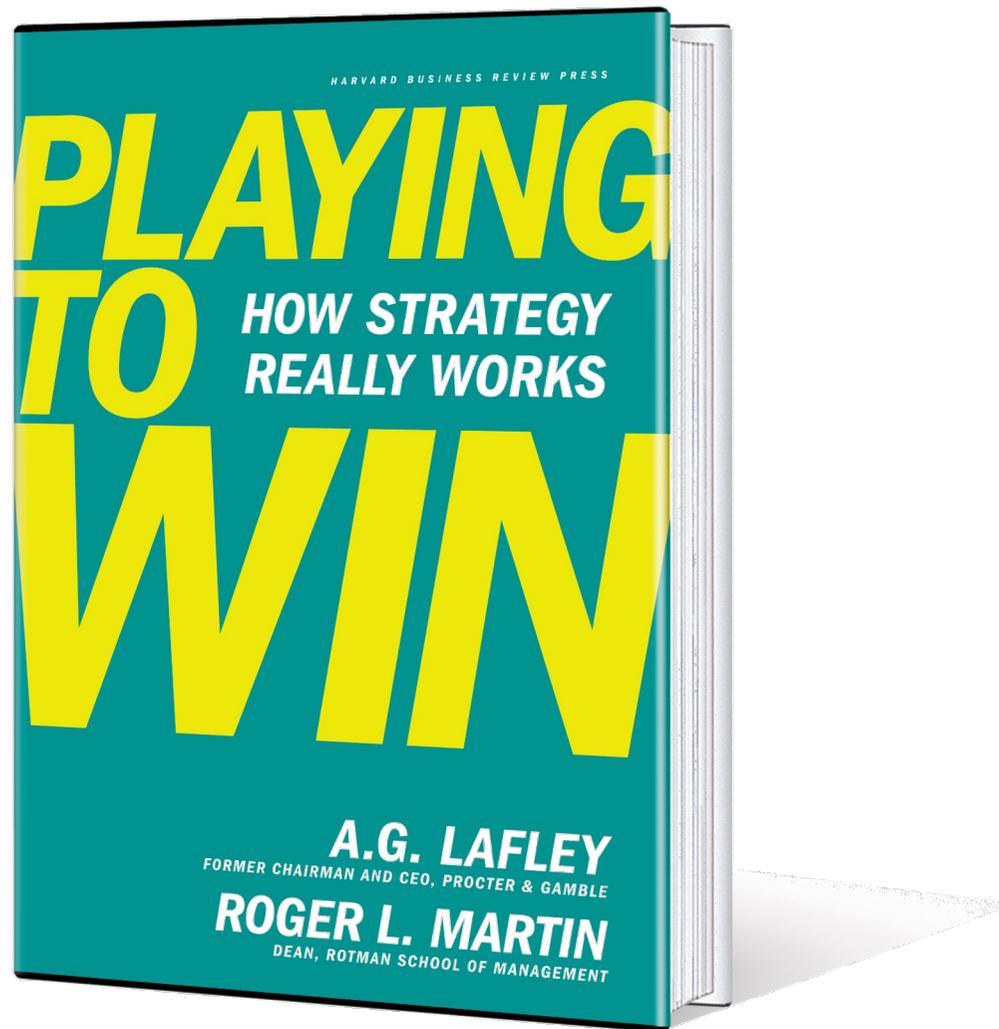
Practical options emerge, close to current business.

Financial criteria (ROI) are dominant.

Dragons den and compromises determine the choice – early.

Hard push and further compromises to get decision.





Accelerators for continuous change

Engaging

Building an army of change agents

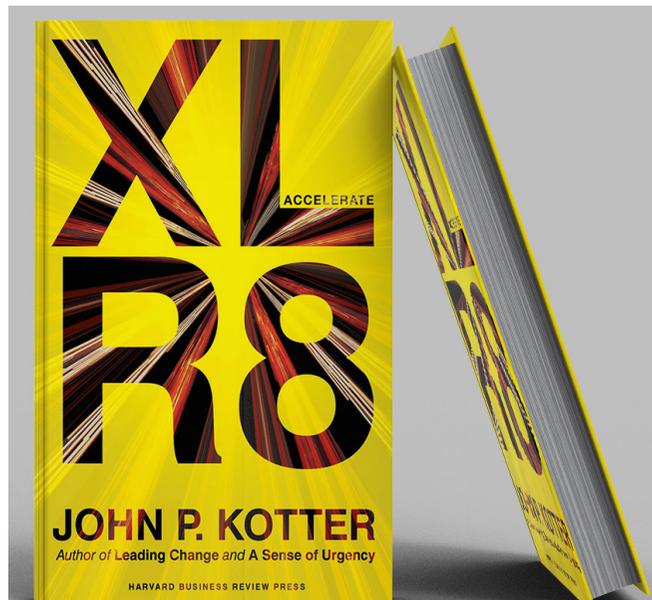
Embedding



Invite everyone to contribute to change

The dual operating system





NEW YORK TIMES, WALL STREET JOURNAL,
USA TODAY, AND BUSINESSWEEK BESTSELLER

Our Iceberg Is Melting

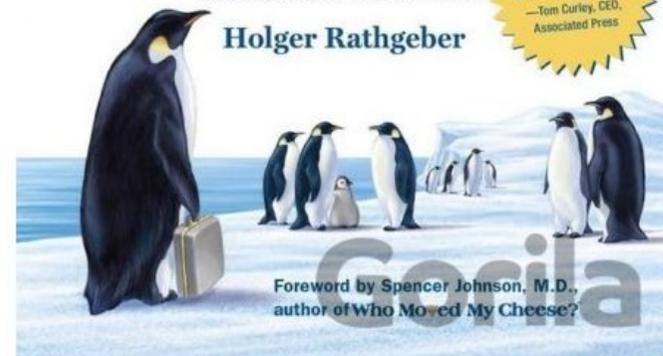
Changing and Succeeding
Under Any Conditions

John Kotter

THE AWARD-WINNING AUTHOR
FROM HARVARD BUSINESS SCHOOL

Holger Rathgeber

"It is making a
difference for us."
—Tom Curley, CEO,
Associated Press



Foreword by Spencer Johnson, M.D.,
author of *Who Moved My Cheese?*