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Content for Visionaries with an eye on the future

a strategic/site publication

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CHAOS

CHANGE

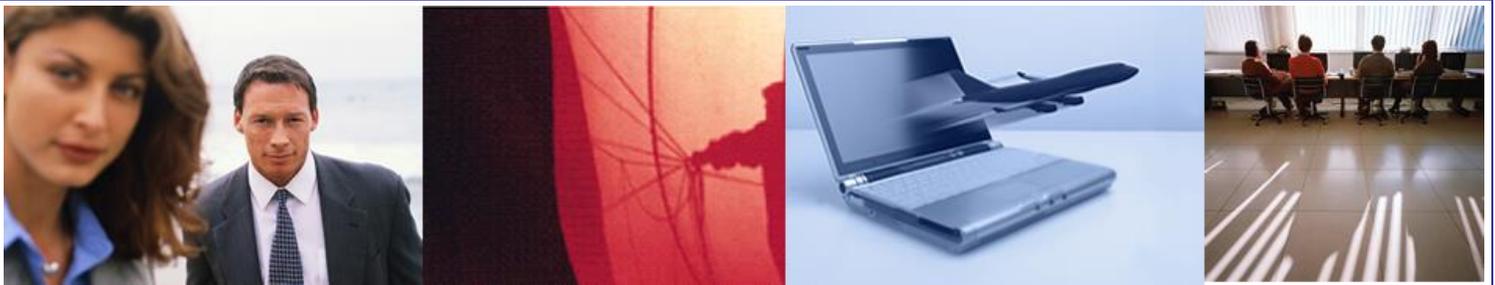
CHOICES

*Strategy without tactics is the slowest route to victory.
Tactics without strategy is the noise before defeat.*
Sun Tzu

21CC executive leadership understands that it is about dominating not competing. Competing drains resources and seldom produces significant results. They make concerted, conscious strategic moves to change the game, upset the market and make the competition irrelevant.

The supreme art of war is to subdue the enemy without fighting.

Sun Tzu



**Target Audience: Professionals (Profit and Non-Profit) at all levels
Entrepreneurs (Current and Future)**

From the Strategist:

A New Era — Bringing Sexiness Back to Business

In the aftermath of corporate scandals that made executives wealthy and employees jobless; real estate shams that increased the profits of investment banks while leaving families homeless; corporate waywardness that improved financial statements while leading to one of the worst economic disasters in history; a Ponzi scheme that made one man wealthy and others penniless; and the many other business scams and scandals, so many that they are regularly featured in a series on a major cable business network. It is not a shocker that corporate leadership is viewed as the *devils in the blue suits* and business is simply viewed as a necessary evil. Employees' trust and faith in their employers, their Rock of Gibraltar so to say has eroded to be less than the dust upon a recently polished conference room table. Consumers have come to view true, polite, courtesy unscripted customer service delivered with a sincere smile as abnormal as an executive refusing a million dollar bonus during a recession. One may ask can the image of corporations and its leadership sink any lower when the corporate suite already resides in a place where the heat is fierce but the sun is silent.

Can the corporate image be resurrected? How does corporate leadership lead their institutions on a road to redemption? Corporate leadership must re-evaluate if their organization is living up to their vision and mission statements; if it is truly fulfilling its commitment to employees and consumers. The current corporate image and reputation have been homely for quite some time so a makeover is overdue. It's time to transform these institutions into 21st Century Corporations (21CC) where profits and purpose are mutually inclusive.

The 21CC will be leaner and more graceful. It will be sleek and powerful but its power will lie in its purpose to its stakeholders. The 21CC will embody a sense of confidence through purpose, not arrogance from balance sheets. The 21CC will be limber, designed for flexibility and adaptation. We refer to this trait as "*pliable adaptability - the ability to change with change.*" The 21CC knows who it is, where it is going, what it wants and who it serves. 21CCs will be attractive, provocative and engaging. The 21CC will be sexy!

Progressive organizations will intentionally transform into 21CC while others will refuse to do so and ultimately cease to be.

Many organizations will continue to struggle to find their way amidst the chaos and the rapid pace of change while the 21CC organizations will thrive. What differentiates the winners from the losers? Quite often their success can be attributed to making better choices which is rooted in them having a well crafted strategy; a strategy that is based upon empirical data, effective analysis of the environment, creative decision-making and problem solving, and developing an organization capable of implementing the well-crafted strategy. 21CC organizations seek higher returns by dominating untapped, uncontested markets. Executive leadership understands that it is about dominating not competing. Competing drains resources and seldom produces significant results. 21CCs make concerted, conscious strategic moves to change the game, upset the market and make the competition irrelevant.

After studying the great military and business strategists such as, Sun Tzu, Carl von Clausewitz, Michael Porter, Dr. Robert S. Kaplan, Dr. David P. Norton, Donald C. Hambrick, Hamel Prahalad, Dr. Chan Kim, Renee Mauborgne and innovative companies such as Apple, Google, Amazon, Proctor and Gamble, 3M, Cirque du Soleil I have come to what I thought was an unusual conclusion. Beneath all of the military and business verbiage and analytical models there is a sense of sexiness to strategy. After additional research, I found that I was not the only one to make this association. There are many marketers who think similarly and are urging business and professionals to make the connection.



Sexiness grabs our attention, it draws us closer to it, we desire to be in its presence, it's hard to deny it, and if the variables are in line we strive to possess the source of it. It's just that simple.

A winning strategy attracts and engages all of its stakeholders - the team, customers or those being served, and society as a whole. No one can dispute the innovation and creativity of companies like Apple, Whole Foods, Google, and Nordstrom. Even their competitors are attracted to them as seen by their efforts to imitate them. As the old adage goes - "Imitation is the sincerest form of flattery."¹ Experience the customer service at Whole Foods or enter an Apple Store and I do not think you can deny that the experience is attractive and engaging.

As organizations and professionals seek success they must focus on attracting and engaging their stakeholders. They must be charismatic. Winners are focused and have defined intentions which drive their decision-making. Strategy is about having a coherent and focused intention to move toward a desired destination. Strategy is about winning and everyone loves a winner. There is something sexy about winning. We seek it. We want it. We are turned on by it. It is the ultimate aphrodisiac! It's time to transcend into a 21CC.

Disclaimer: This document is an introduction in a series of documents and content focused on strategy, strategic analysis, strategic principles and models. It is not intended to serve as an academic exercise in theoretical rhetoric and is not targeted to those who fear change. This document serves as a practical, pragmatic attempt to challenge professionals to elevate their careers and the performance of their organizations. It is meant to motivate the reader and hopefully the reader will inspire a few colleagues and together begin creating a culture of inspiration, creativity and innovation within their organization.



This is your last chance. After this, there is no turning back. You take the blue pill - the story ends, you wake up in your bed and believe whatever you want to believe. You take the red pill - you stay in Wonderland and I will show you how deep the rabbit-hole goes.

Morpheus – The Matrix

strategos

the art of the general

strategy

a coherent, unifying, and integrative pattern of decisions that serve to create a unique and valuable competitive position that ultimately results in creating value for the stakeholders.

Strategy is the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the economic and non-economic contribution. --- Kenneth Andrews, The Concept of Corporate Strategy (Homewood, IL: Richard D. Irwin; 1971)

WIN

What's Important Now?!



STRATEGY

Overview

When you hear the word strategy what comes to mind?

During these radically changing times where certainty of uncertainty is the norm in our professional and personal lives it is crucial that at a minimum we begin to understand the fundamental aspects of strategy and begin thinking as strategists. Doing so will enhance your ability to see the “big picture”, properly frame problems, produce creative solutions, and manage the chaos.

During my years as a corporate trainer and college instructor (my college students were also business professionals); I would ask my students the same question. Originally,

I only posed the question to students in my marketing program. I thought it was an appropriate question as these professionals were soon to become acquainted with strategy as it related to marketing practices and initiatives. I would spend approximately 15 to 30 minutes at the beginning of the program lecturing on strategy. I then began asking the same question to professionals in my project management (PM) program. I thought that to be an effective project manager one needed to understand business strategy. At that time, I did some research and was somewhat surprised to find or should I say was unable to find any PM program, even those offered at prominent educational institutions that included strategy in their PM course curriculum. Thankfully that has begun to change

That simple question along with the short lecture that followed ultimately evolved into an entire

course on strategy, which became a prerequisite for my marketing and project management certification programs. I also made it a prerequisite for those enrolled in my technology programs. Some students enrolled in my SQL certification program would ask why a course on strategy was a requirement for their program. After having their question answered and completing the course these individuals fully understood the purpose and were pleased with the strategy knowledge they received.

Strategic planning and execution requires ongoing data and information. Some of that required data exists in an organization’s databases and other data repositories. Who is responsible for capturing, extracting and delivering that data? Who are the gatekeepers to that potential strategic data? Any data, database or analyst professional who understands the strategic

direction of their organization becomes more adept at being able to provide quality data to their business users. They are better able to make recommendations regarding data needed for strategic or operational purposes. The more knowledgeable the team members are about strategic principles and the team's strategy the better the members and the team will perform.



Stop! Let's go back to the question: "What comes to mind when you hear the word strategy?" Quickly jot down your answers.

The most common answers I have received from the many professionals enrolled in my certification programs were business, military, sports and games specifically chess. I then asked the question "what is the purpose of strategy?" The answers I received were varied but usually were not on point.

It does not matter whether strategy is associated with business, the military, sports, games, politics, our personal life, or anything else. Strategy is always about **winning!** Even if the intent is to purposefully lose, strategy is still about winning because it is about a concerted effort to achieve the desired objective(s).

While *business* was one of the more popular answers to the first question few of the business professionals attending my programs possessed little to no training or experience in the fundamental aspects of business strategy. It should not be surprising that even a smaller number had ever been included or exposed to the strategic planning process at their organizations. I also found this to be true for most of the professionals employed at the companies I worked with as a consultant.

Both the individuals and the organizations are responsible for the lack of knowledge and training related to strategy.

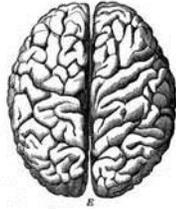
Surprisingly the same strategic principles that can be applied to improve business can also be used

for one's personal life. Years ago I developed a step-by-step guide called the "Goal Kicker Kit". I utilized these strategic principles to assist individuals with structuring and focusing their efforts to improve their personal lives.

Just like the organizations that we serve, we become more effective when we focus our efforts and resources to achieve specified goals and objectives. But thinking as a strategist is more than focus. Remember the origin of the word strategy: *strategos, the art of the general*. Thinking as a strategist is also coming up with creative solutions to challenging problems and the ability to find ways to exploit opportunities or to create them. This creative thought process is more than *thinking outside of the box*. It means being able to create a new box if necessary.

Though I exposed my students to the principles of business strategy, what I did not do was lead them in learning the strategic formulation and execution process. This vital process provides the structure and form for creative solutions.

The two sides represent the *art and science of strategy*.



The objective of this document is to share with you some fundamental aspects of strategy, strategic planning process, and strategic management. The intent is to make you a better professional by boosting your strategic acumen and possibly leading you on a road to begin thinking like a strategist.

I have worked in various roles for different size companies in a multitude of industries as well as having owned several businesses. This diverse exposure has provided me a holistic perspective of business.

Regardless of my role serving my clients I have found that my efforts are much more effective when the organization has a strategy or strategic intent and the employees I am working with have a clear understanding of how their efforts connect to that strategic intent.

Failure to Succeed

Regardless of the industry, organizational (or departmental) size, or economic conditions, I have found that the following reasons tend to be the cause of an organization's inability to maximize their strategic power:

1. Lack of a Vision.

Edgar Allan Poe said, "Those who dream by day are cognizant of many things which escape those who dream only by night."

Strategy is about fulfilling a vision; actualizing some future state of being; a means for making a dream come true. You have to see it in your mind first. There must be a desire for something better than the status quo.

Strategic participants fail to clarify and articulate a future vision that inspires the entire organization to take action to move toward a desired destination. A clear vision serves as a unified image of what the organization plans on being in the future. It sets

the tone so that the actions the organization plans "to do" are in harmony and balance. "Every battle is won or lost before it is ever fought." – *Sun Tzu*.

The old adage, "if you don't know where you are going then how do you know when you get there?" That is followed by "if you do not know where you are going then how do you know what steps to take or what direction to go to get there?"

Does your organization or department have a vision?

2. Lack of fundamental understanding of the strategy formulation by those involved in the strategic process.

The strategic planning process usually involves senior executives and possibly department level managers having an annual meeting to discuss what the organization should do in the next year or five years. The output of this meeting is commonly a "strategic plan" that provides an overview of what the organization would like to accomplish in the near future. I have seen a 5 year strategic plan that only consisted of 8 Excel worksheets with nothing

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more than bullet points making their document nothing more than a “to do list”. When participants in the strategic process lack the fundamental knowledge of strategy and the strategy formulation process then it can only be expected that the output of the process will be marginal at best. *What is the strategic acumen of those responsible for strategic planning?*

3. No one reviews the strategic plan until the next annual strategic planning meeting. It is quite common that once the strategic plan is produced, the strategic staff (executive manager, department level managers, etc) rarely look at it until the next annual strategic planning meeting. The strategic plan is a “living document” which needs to be consistently reviewed and updated as the environment in which an organization operates is constantly changing. The rate of change may vary from industry to industry and from organization to organization but there is change which needs to be monitored. *How often does your team review the strategic plan?*

4. The details of the strategic plan are not communicated to the proper employees throughout the organization. Those who participate in the strategic process believe they are sworn to secrecy. According to some studies up to 94% of employees are not aware of their organization's strategy², 85% of executive leadership teams invest less than one hour a month discussing strategy, and 50% spend no time at all³. Though certain aspects of the strategic plan should not be made public, many parts of the plan need to be communicated to the proper personnel within the organization. This will provide more insight to organizational teams on how their efforts are linked to the bigger picture. When employees are aware of how their efforts are linked to the organizational direction, it improves organizational performance. It gives employees the room to be creative because they understand the strategic direction and *strategic domain* (what to do and what not to do) boundaries. When everyone is aware of these strategic components, it serves as a

cadence that forwardly marches the entire organization toward a specified destination. *Do you know your organization's or department's strategy?*

5. The plan lacks the “how to”. Many strategic plans only indicate **what** the organization plans to do over a specified time, but fail to articulate **how** the organization intends to accomplish the “**what**”. The “how to” is the execution phase of the strategy which is just as important as the “what to do”. The *details* of the “how to” are not required and can be left to those responsible for performing the “how to”. *Is strategy implementation/execution included in the strategic plan?*

6. Lack of project linkage. This issue is closely related to #5 as projects support the “how to” of the strategy. Projects are initiated to achieve the organizational and departmental level strategic objectives. Projects are the details of the “how to”. Linking each project to a departmental objective and then to an enterprise objective ensures proper

prioritization and resource allocation which improves execution. *Can each of your projects be linked to an enterprise objective or linked to a departmental objective that can be linked to an enterprise objective?*

7. The strategy exists in a vacuum. The strategic participants fail to consider external factors that may impact the organization's ability to accomplish their intended strategic objectives. Strategy is about moving an organization from its present state to a desired future state. This cannot truly be done without considering how the organization plans to deal with the many external factors that may pose a threat to the organization's intentions. A strategy incorporates potential risks and possible responses (risk management). Utilizing a combination of strategic analysis tools can

be an effective means to monitoring current and future environments. *Are there any known or anticipated threats or opportunities documented in the plan? Are the "known unknowns" documented?*

8. The lack of adequate organizational readiness. The strategic plan does not specify the education and training (E&T) that is necessary to achieve the desired strategic objective. Since strategy is about moving toward a future state, quite often this transition requires two new skill sets: 1) Skills to move the organization forward. 2) Skills to maintain the future state once it has been realized. The two skill sets may be possessed by different people. Entrepreneurs successfully build a business and then relinquish the reins to a seasoned organizational executive.

The E&T is often specified in generalities. For example, having the entire organization trained on Microsoft Office but failing to specify what the employees need to learn and how that "new knowledge and skill" are linked to meeting the strategic objectives. The E&T strategy usually lacks the metrics to assess or measure the success of the E&T as it relates to accomplishing the strategic objectives. *Does your organization have an E&T Strategy?*

9. Lack of strategic control and monitoring measures. The strategic plan does not articulate how the strategy will be monitored at various levels/phases to determine if the organization has remained on its strategic path. An organization can easily stray from its intended strategy as it confronts anticipated and



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It's a digital world and we are spinning our web of e-solutions.

unanticipated events to which the organization must respond. *Does your organization/department have the proper strategic monitoring and controls in place?*

10. Improper resource allocation. Show me how an organization utilizes its resources and I can tell you their true strategy. Strategic execution entails placing the proper resources in the proper place at the proper time. Effective project management provides many methods for project selection. Proper project selection will aid in ensuring that the necessary resources are allocated to the appropriate projects. *Can you truthfully state that your organization or department strategically allocates its resources?*

11. Lack of a strategic plan or strategic process. The reason that many organizations do not have a strategic plan or process is usually due to the lack of knowledge on how to create either one. The usual reason given for the absence of a plan is lack of time. Key organizational members need to realize that much value can be gained from investing time in acquiring strategic knowledge. The process is just as vital as the outcome.

If any of these reasons resonate with your experience at your organization or your organization is not performing at an optimal level then undoubtedly you should seek strategic

guidance. **The question now is what are you going to do?**

The Essence of Survival



Every morning in Africa, a Gazelle wakes up. It knows it must run faster than the fastest Lion or it will be killed. Every morning a Lion wakes up. It knows it must outrun the slowest Gazelle or it will starve to death. It doesn't matter whether you are a Lion or a Gazelle...when the sun comes up, you'd better be running.



...I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.

The Road Not Taken
ROBERT FROST 1874–1963

TAKE A CHANCE AND DO SOMETHING
DIFFERENT. THE REWARDS ARE MUCH GREATER
THAN WHAT WILL BE GAINED IF YOU SIMPLY
STRIVE TO DO BETTER WHAT OTHERS ARE
ALREADY DOING.
BE A GAME CHANGER!

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Strategy

The word strategy is derived from the Greek word, *strategos*, meaning *generalship* or the *art of the general*. Art denotes creativity; general or generalship denotes leadership; leadership denotes good decision-making. Strategy is about creative decision-making amidst the circumstances.

Strategy has existed since the first organisms inhabited the earth. Once these organisms were confronted with the reality of survival it gave birth to strategy. Survival here is not meant in the colloquial vernacular of *simply getting by*. It's about living verses dying - to eat and not to be eaten is the objective. In the business world it has a similar meaning.

A lion pursuing a gazelle is strategy in the raw form.

The lion determines its needs/problem (hunger); analyzes the environment; determines the best opportunity by matching its capabilities with that of the potential opportunity which is the gazelle; enters the environment in a stealth like manner; positions itself and waits for the proper time; then with intense focus attempts to exploit the opportunity...execution!

Proper capability assessment is a key component of strategy as it prevents wasting resources on opportunities that cannot be exploited.

The gazelle on the other hand must consistently monitor the environment sensing changes in the wind or brush for any potential threats such as the lion. Should the threat become real the gazelle must instinctively respond or else. A gazelle that keeps its head in the grass is likely to become a victim of circumstances. If the gazelle is to survive it must devise a strategy which it can flawlessly execute. It too knows its capabilities and applies them in a manner to outmaneuver its opponent.

It is in this moment that strength, size, speed, and agility all come into play.

The decisive factor as to whether the lion or gazelle wins in a given situation does not simply reside in any one of those attributes. The victor will be the one that flawlessly executes a strategy that utilizes the totality of all its capabilities plus several more attributes which I will mention shortly.

Superior capabilities alone will not guarantee success. If the gazelle is faster than the lion but chooses to run left when it should have gone right and ends up introducing itself to the lion's paw, then its speed and agility no longer provide a competitive advantage. If the lion captures the gazelle but the gazelle uses its agility and smaller size to slip away, then the larger size and strength of the lion do not provide an advantage.

Competitive advantages are relative and are only useful when properly used in a given situation which brings me to the other necessary attributes: good decision-making, creativity, and knowing the environment. An attribute

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only provides a competitive advantage if it is able to achieve the desired result. A talent unused is nothing more than a characteristic. If you cannot exploit an opportunity then the opportunity is nothing more than an event in time.

This is not meant to be a National Geographic lesson, as strategy goes way beyond the lion and the gazelle. But the keen business mind understands the realism in the analogy.



So what is strategy? Well it is NOT a business plan or a plan at all. A plan only states what you intend to do and not how you are going to do it or the variables that may impact your intentions and how you will minimize those impacts.

A common definition of strategy: *strategy is a coherent, unifying, and integrative pattern of decisions that serve to create a unique and valuable competitive position that ultimately results in creating value for the stakeholders.*

Strategy focuses the organization's resources, activities and processes to create conditions favorable to its position and thus resulting in a competitive advantage in order to succeed. As mentioned, the ultimate objective is to create value for the stakeholders: customers, shareholders, employees, the communities being served, etc.

Key components of strategy are:

- Resource Allocation
- Timeliness
- Competitiveness
- Stakeholder Value
- Organizational Readiness
- Decision-making

Strategy is about making choices. It determines why, how, when, where and against whom an organization should compete or perform its activities. Strategy consists of making trade-offs between "what to do" vs. "what not to do"; and "what to do now" vs. "what to do in the future". It establishes boundaries for the decision-making process known as the *strategic domain*. Without a strategic domain an organization is likely to

pursue any and everything it perceives as an opportunity.

A strategy will guide an organization in answering the following questions:

1. What is our self-definition?
2. Where are we going?"
3. What is the present and expected state of the environment?
4. How do we get there?"

Strategy provides the framework for analyzing strengths and weaknesses and comparing them against those of an opposing force. It determines which geographical areas and markets to enter and when to exit. "You have to know when to hold them, know when to fold them, know when to walk away and know when to run⁴⁷". This is strategy!

Strategy extends your vision a few years into the future. It is directed toward fulfilling a purpose or mission and inspires all those involved to actively participate. It deals with the seen and the unseen, the present and the future, the do's and the don'ts. It

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leverages an organization's strengths and buttresses its weaknesses. Along with the leadership, it sets the tone for organizational behavior and attitude. It analyzes the competition and determines *where*, *when*, and *how* to attack in order to have the most impact. Strategy is about winning. A sustaining champion always has a strategy that takes advantage of their strengths and their competitors' weaknesses.

Capabilities, the change in the wind, or luck will bring an occasional victory but this haphazard style will not bring continuous success. Consistent success is achieved when capabilities are in harmony with strategy. Imagine if David had hit Goliath in the shin instead of between the eyes! Capabilities combined with a strategy will almost always guarantee success.

Victory is the result of knowing when to act, where to act, and how to act. Include the "why" and a passion for victory is ignited that will endure any "how". Strategy requires seeing the entire field. It frames the decisions on how to move a team

toward the goal. It outlines what needs to be done, when it needs to be done, and who is responsible for doing it. Strategy challenges an organization to determine which value propositions (speed, quality, access, variety, price, etc.) it will focus on and how to uniquely position itself (differentiation) in the market. An organization cannot be all things to all people so it must decide where the best opportunity lies to create a competitive advantage.

For organizations that are entrepreneurial, and passionate about changing the strategic canvas of an industry, strategy will drive them to focus on ideation, creativity and innovation to create new markets or creating needs where none previously existed: *To boldly go where no man has gone before*⁵. Who needs an iPod^{TM6} - iPhone^{TM7} - iPad^{TM8} ? No one --- yet everyone has one or wants one!

An organization must differentiate itself from competitors by effectively positioning the business along the value proposition dimension. A clearly

delineated difference offers customers a reason to do business with one company versus another. Customers choose to buy from Wal-Mart because Wal-Mart has positioned itself as a low-cost provider of products whereas Tiffany has positioned itself as a provider of high-quality, expensive products. Both companies have aligned all of their resources, functions, processes and products to reinforce their market positioning.

Conclusion

Strategy coordinates and aligns all of an organization's resources in a unified direction. It conveys a consistent organizational message to the customer that the organization offers more *value* than any of its competitors.

In a rapidly changing business environment, organizations must be adept at identifying opportunities to create value for existing and potential customers and remain flexible to capitalize on them.

Corporations were previously designed for continuity but the 21st Century Corporation (21CC) has to be designed for change. The more an organization is able to manage change the better it will be at identifying and exploiting opportunities.

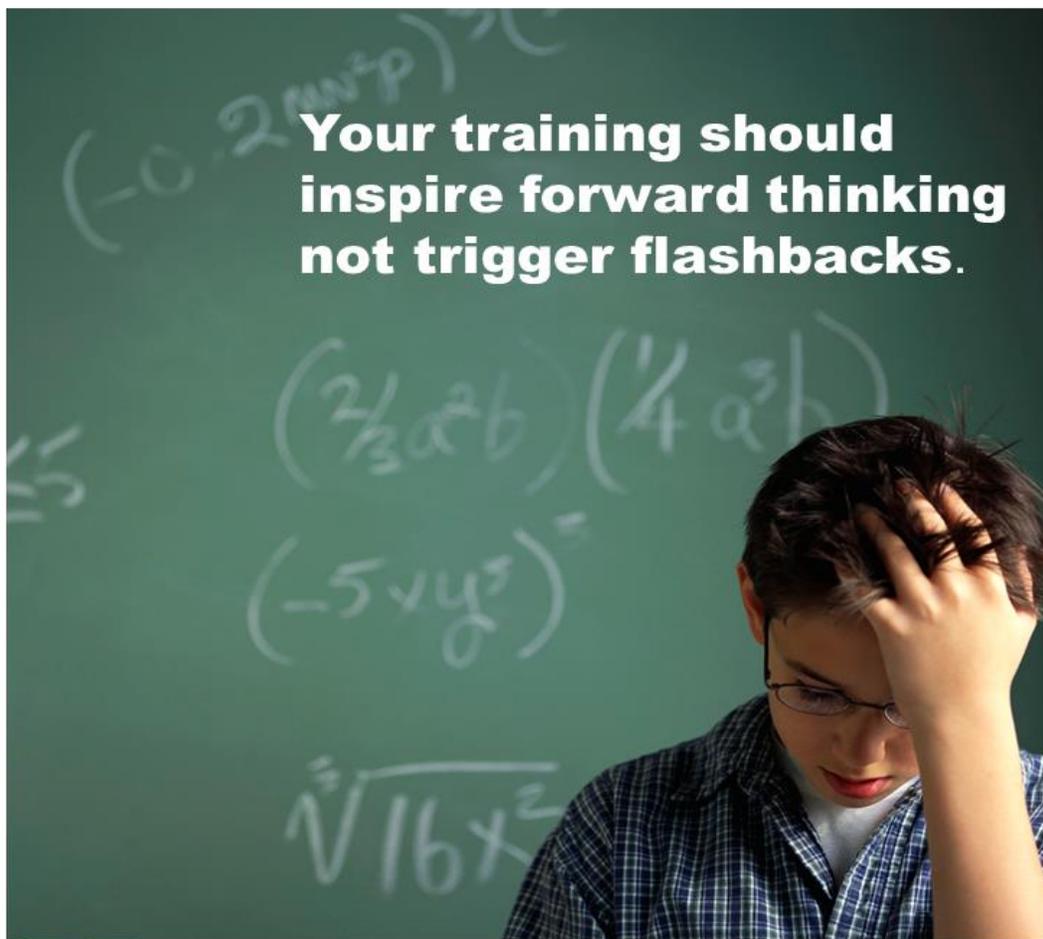
Managing change is a requirement for continuous success.

So what is strategy? Strategy is a decision. It is a decision to win by embracing a unified vision and inspiring a team to relentlessly perform with

victory in mind.

Regardless of your thoughts and opinions on this document, like it or not, you better be ready for change and when the sun rises you better have your strategy in gear!

Customized Corporate Training



**Your training should
inspire forward thinking
not trigger flashbacks.**

HL

Heuristic Learning

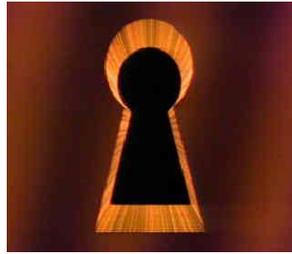
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Key points to remember about strategy and the strategic process

- Strategy clarifies the organization's vision.
- Strategy establishes an organization's mission.
- Strategy specifies the critical course (direction) and defines the necessary actions (how to get there).
- Strategy must be fluid and flexible to confront any unexpected changes.
- Strategy is a continuous on-going process.
- Strategy must be timely.
- Strategy must be creative, innovative, entrepreneurial
- Strategy encompasses analysis and synthesis.
- Strategy is not long-term planning
- Strategy is not operational improvement.
- Strategy focuses on a set of meaningful objectives to properly position the organization in the market.
- Strategy focuses on utilizing strengths to exploit opportunities.
- Strategy proactively manages threats and buttresses weaknesses.
- Strategy focuses on creating greater value for the stakeholders.
- Strategy improves the alignment between business and functional units.
- Strategy drives project selection and resource allocation.
- Strategy serves as the foundation for mobilizing, implementing and aligning systemic changes.
- Strategy establishes the framework for employee education and training.

- Strategy drives purpose throughout the organization.
- A strategic plan is not the same as a business plan.
- Strategic planning is not the same as strategic thinking.
- The best strategy is useless if it cannot be implemented.
- Strategy is creative problem solving.
- There is no perfect strategy.
- The absence of an explicit strategy quite often leads to the demise of an organization.

Where to go from here? **Doing nothing is not an option!** Contact us at win@strategicisite.com for strategic guidance, additional content, or request to host one of our executive series courses. It takes a courageous leader to ask for reinforcement.

Pinky: Gee, Brain, what do you want to do today?

Brain: The same thing we do every day, Pinky - try to take over the world!

*From **Pinky and the Brain** an animated television series*



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ENDNOTES

¹ Charles Caleb Colton (1780-1832)

² Dr. Robert S. Kaplan and Dr. David P. Norton, *Strategy Maps*, Harvard Business School Press, 2004

³ Dr. Robert S. Kaplan and Dr. David P. Norton, Harvard Business School Research, 1999

⁴ Lyrics are from the song "The Gambler".

⁵ Star Trek television series

⁶ iPod is a trademark of Apple, Inc.

⁷ iPhone is a trademark of Apple, Inc.

⁸ iPad is a trademark of Apple, Inc.

Author Profile:

Darin Wright is a strategy, business development and technology consultant with over 25 years of experience serving almost 100 organizations in diverse industries of various sizes (start-up, small, medium, Fortune 500) in profit, non-profit and government sectors.

Darin is a uniquely skilled consultant with parallel experience in business, marketing, technology, employee development (hard and soft skills) and entrepreneurship. He combines these diverse skills to bring a practical, straightforward and methodical approach to business development. He is equally analytical and creative making him an excellent strategist and provider of innovative solutions.

He has served as college Faculty Chair and instructor for Project Management, Marketing, SQL/Database Design & Development, and E-Commerce programs as well as an instructor of strategy and innovation courses. He has taught at many corporations throughout New Jersey and has lectured on business and technology topics at colleges, high schools, government agencies, and professional organizations. Besides serving as a consultant he has also served as a personal strategist to corporate and retired executives to assist them with career transitions and challenges.

His entrepreneurial experience includes launching a software development firm that partnered with AT&T to provide customized UNIX-based software applications; several retail stores; a full service salon; and a business consulting firm. He has several new ventures which are scheduled to be launched in 2015 and 2016.

Darin is a published writer, a former radio-host and newspaper columnist.

Darin did his undergraduate studies at the U.S. Naval Academy, Annapolis, MD and completed his post-graduate studies at Stevens Institute of Technology, Hoboken, NJ in the Executive Masters of Technology Management program. He has also attended New Jersey Institute of Technology, Newark, NJ and Wharton, The Business School, University of Pennsylvania. Along his journey he acquired knowledge in science, technology, engineering, business, marketing, economics and strategy. He is currently continuing his strategy and entrepreneurial education by participating in online courses provided by Wharton; Darden School of Business, University of VA; University of North Carolina; and LMU Munich

He has experienced success and failure as an entrepreneur which has given him first hand knowledge on the practical, emotional, no-nonsense, and critical aspects of being in business.

Darin can be contacted via email at dwright@strategicisite.com, or telephone at **201-341-1514**.



Your team for the 21st Century

StrategicSite, LLC

StrategicSite, LLC (strategic-I-site) is a process strategic management consulting firm that provides leadership and direction on formulating creative and practical enterprise, innovation, learning & growth and technology strategies.

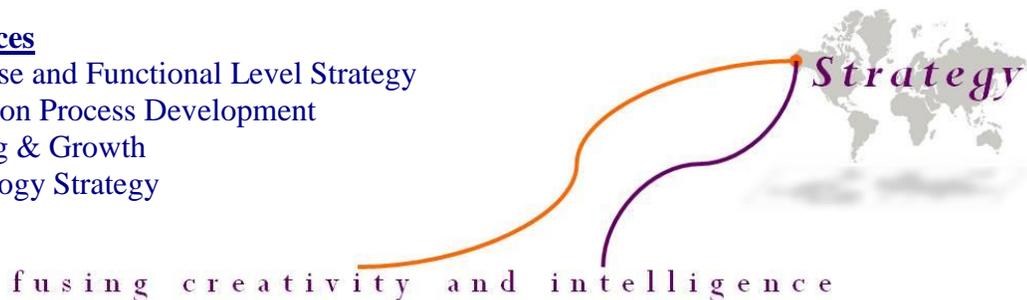
StrategicSite (SIS) integrates these focal areas into a fluid strategy to improve your readiness to exploit opportunities; and to rapidly respond to market, industry and economics shifts. Our objective is for your organization to have what we refer to as "*pliable adaptability*", the ability to change with change which is the essence of remaining competitive and relevant.

We are knowledgeable in business, marketing, innovation, educational development and technology which, provides us the ability to assist you in positioning your organization to consistently achieve strategic objectives that will deliver value to your stakeholders. We achieved this feat by our strategic model that integrates leadership, strategy, innovation, education, and technology.

Let us work with you to build a winning organization that can diver profitable growth by remaining connected to your target markets.

Our Services

- ⊕ Enterprise and Functional Level Strategy
- ⊕ Innovation Process Development
- ⊕ Learning & Growth
- ⊕ Technology Strategy



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Contact Us

Contact us at win@strategicisite.com.

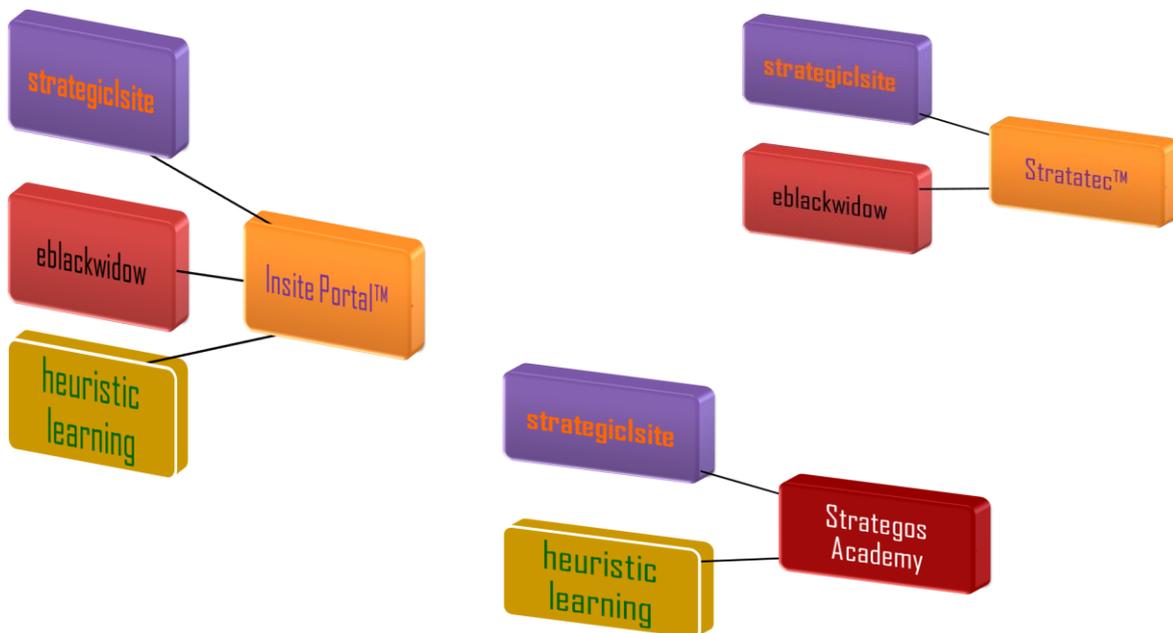
A strategic, innovative and forward thinking partnership that integrates Strategy, Technology and Knowledge that has a...

In 1996 The Success-Full Corporation, Inc. (TSC) was established as an end-to-end corporate consulting and resource firm to provide clients with business and technology consulting including software solutions, education and training, and professional development products. TSC launched a retail operation under the name "Field of Dreams" that provided our clients and the public access to professional and personal development products.

To improve our flexibility and adaptability to better serve the market, TSC transformed itself by divesting into separate businesses: StrategicIsite, LLC (strategic management), eblackwidow, LLC (technology consulting, software solutions); Heuristic Learning, LLC (education and training); and Field of Dreams (retail outlet).

With the exception of Field of Dreams, these separate business entities remain closely bound and when necessary will deliver a holistic business solution to our clients by seamlessly integrating implementable strategic initiatives, enabled by technology and implemented by knowledgeable, skilled employees. Remaining competitive requires a clear strategic vision, the ability to utilize technology as a strategic enabler, and a skilled and knowledgeable workforce capable to execute the strategy.

Though "we" are 3 we still perform with a single vision, providing our clients a seamlessly, integrated solution.



strategicIsite, LLC

Strategic Management Consultants

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Synergistic Effect!

InSite Portal (IP) is a web-based application designed to assist our clients' employees with elevating their strategic IQ. The more employees think like strategists the better the organization performs. Therefore it is in the best interests of an organization to have as many savvy strategists as possible.



Strat^aTec is a web-based application for managing the alignment between enterprise strategy – functional strategies – and projects to ensure that organizational efforts are all focused on achieving strategic objectives.

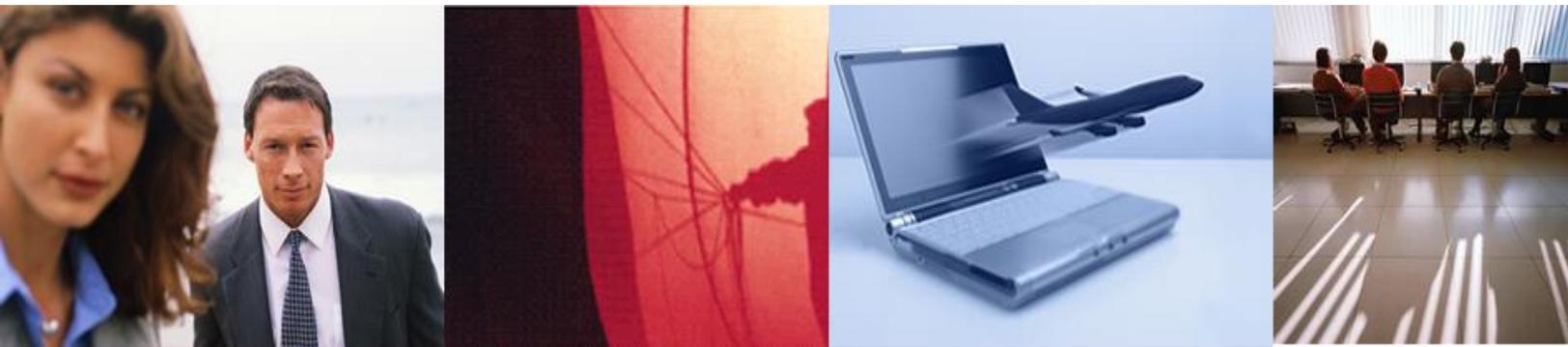
Strategos Academy is a robust curriculum that focuses on the integration of leadership, strategy, innovation, entrepreneurship, and technology and serves as roadmap to produce creative professionals capable of leading successful organizations in a knowledge-based technology driven economy. Strategos Academy is projected to transform to a full educational facility by 2016.



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Strategy

fusing creativity and intelligence



STRATEGY

INNOVATION

TECHNOLOGY



EXECUTIVE SERIES EDUCATION

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Strategy

EXECUTIVE SERIES

PLAYING TO WIN STRATEGY & LEADERSHIP SEMINAR

A private professional “mini” development session

SEMINAR PREVIEW

This seminar is a prolific, innovative and engaging workshop for executives who are dedicated to transforming organizations and leading the people who will drive that transformation.

This seminar will expose you to developing a “playing to win” strategy and designing a leadership legacy. Your session will be educational, informative and engaging which will enhance your strategic and leadership capabilities allowing you to walk away ready to lead your organization/team to produce winning results.

This is a popular workshop and it is expected to fill up quickly. We limit the number of invitations to ensure an intimate setting.

To request additional information about the curriculum, hosting the seminar or our upcoming seminar contact us at:
play2win@strategicIsite.com. Please include name, telephone number and email address.



The course is designed and developed in partnership with Heuristic Learning, LLC

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Strategy

EXECUTIVE SERIES

Strategy in the 21st Corporation

Moving your business in the right direction

In rapidly changing times where certainty of uncertainty is the norm it is crucial that those in business – entrepreneurs, executive and departmental level leadership in profit and non-profit sectors understand the aspects of strategy and begin thinking as strategists. Doing the same thing better is not sufficient. The abilities to see the “big picture”, properly frame problems, produce creative solutions, understanding the criticality between innovation and strategy, and managing the chaos are requirements for an organization to succeed.

Participants will learn the various components of a strategy; how to assess the various environmental factors that influence strategy; how to assess customer needs, SWOT Analysis and other strategic models, how to link innovation and creativity to the strategic process, and how to build the appropriate business models to implement the strategy and to sustain the strategic outcomes. Participants will learn the connection between a strategy and a business plan and the strategy formulation process which includes: Mission, Values, Vision, Target and Initiatives, and the Strategy, and Strategic Outcomes. The content of this course can be applied to formulating enterprise and departmental level strategies and start-up ventures.

To request more information regarding this course contact us at:
win@strategic|site.com. Include your name, telephone number and course name.



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Strategy

EXECUTIVE SERIES

Be a Game Changer!

Unleashing creativity and innovation in your business

Creativity and innovation are no longer assets only benefiting artists, musicians and writers. According to recent IBM polls of 1500 global CEOs, creativity is the #1 quality for business leaders to succeed. In this course participants will learn techniques to unleash their creativity and ideas along with some of the best tools used by the world's most creative people and innovative companies.

From inspiration to implementation, from analysis to synthesis, participants learn how to transform their creative output into workable ideas and how to use models to determine which ideas will have the most impact on their strategic initiatives. Future and current entrepreneurs and managers in profit and non-profit sectors should attend this course.

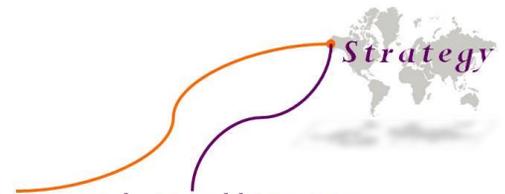
It is recommended but not required that the course “**Strategy - Moving your business in the right direction**” be taken prior to this course.

To request more information regarding this course contact us at:

win@strategic|site.com. Include your name, telephone number and course name.



The course is designed and developed in partnership with Heuristic Learning, LLC



What We Do

We are an experienced process strategy firm with a track record of assisting our clients with formulating enterprise, department or team level strategies and business models. The result is the alignment and coordination of their resources, processes and activities to allow them to consistently deliver value to their stakeholders. We work with our clients to develop business models to systematically create value and strategies to achieve optimal performance. Our objective is to create an entrepreneurial verve to cultivate innovation, opportunity identification and “**pliable adaptability**”, *the ability to change with change.*

How We Do It

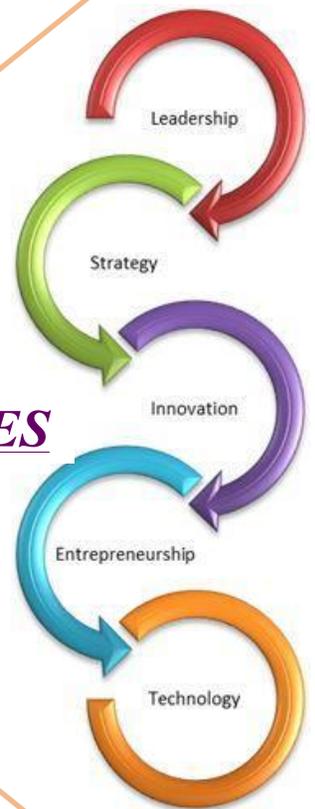
We fuse creativity and intelligence to produce innovative tailor-made strategies and solutions to meet the specific needs of a client. We focus on the alignment of 4 core elements: business model, strategy, projects and key activities. We perform a progression of analyses and assessments using a mixture of models and frameworks to focus on supporting elements that include capabilities and resource assessment; stakeholder definition and segmentation; internal/external analysis; value chain analysis; process analysis; defining leadership responsibilities; defining team “strategic” roles; entrepreneurial development; strategic decision making; creative thinking; innovation development; technology assessment; strategic gap analysis; our *OIAE^e* - Opportunity Identification, Analysis, Evaluation and Exploitation Model; etc.

Most significantly, we incorporate employment development in our process to improve team readiness to fluidly execute formulated strategies and key activities.

- Strategy Professional Development and Training
- Strategy Formulation - Enterprise, Functional, Team
- Strategy Assessment & Analysis
- Strategy Execution
- Business Model Transformation
- Strategic Project Management Training
- Process and Activity Assessment & Alignment
- Ideation-Innovation Development
- Learning & Growth Strategies
- Technology Strategy (Data-Centric)



OUR SERVICES



ASK YOUR TEAM



Does our business model and strategy seamlessly fit to ensure that we as an organization are profitable, our employees are favorably compensated and our customers receive the best products and services in the industry? This is the question that should be on everyone's mind and our commitment to answer with a singular "yes" should be the driving force fueling our actions on a daily basis.



