

STRATEGY HABITS CHECK-UP

Pierre
Christoph
Poyault



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CREATE clarity.
SHARPEN focus.
AMPLIFY impact.

**Pierre
Christoph
Poyault**

From vision to execution...

1. EXPLOITATION BIAS

This is why it's an issue.

2. THE STRATEGY PUZZLE

These are the pieces you need.

3. STRATEGY HABITS

This is how you make it work.

From vision to execution...

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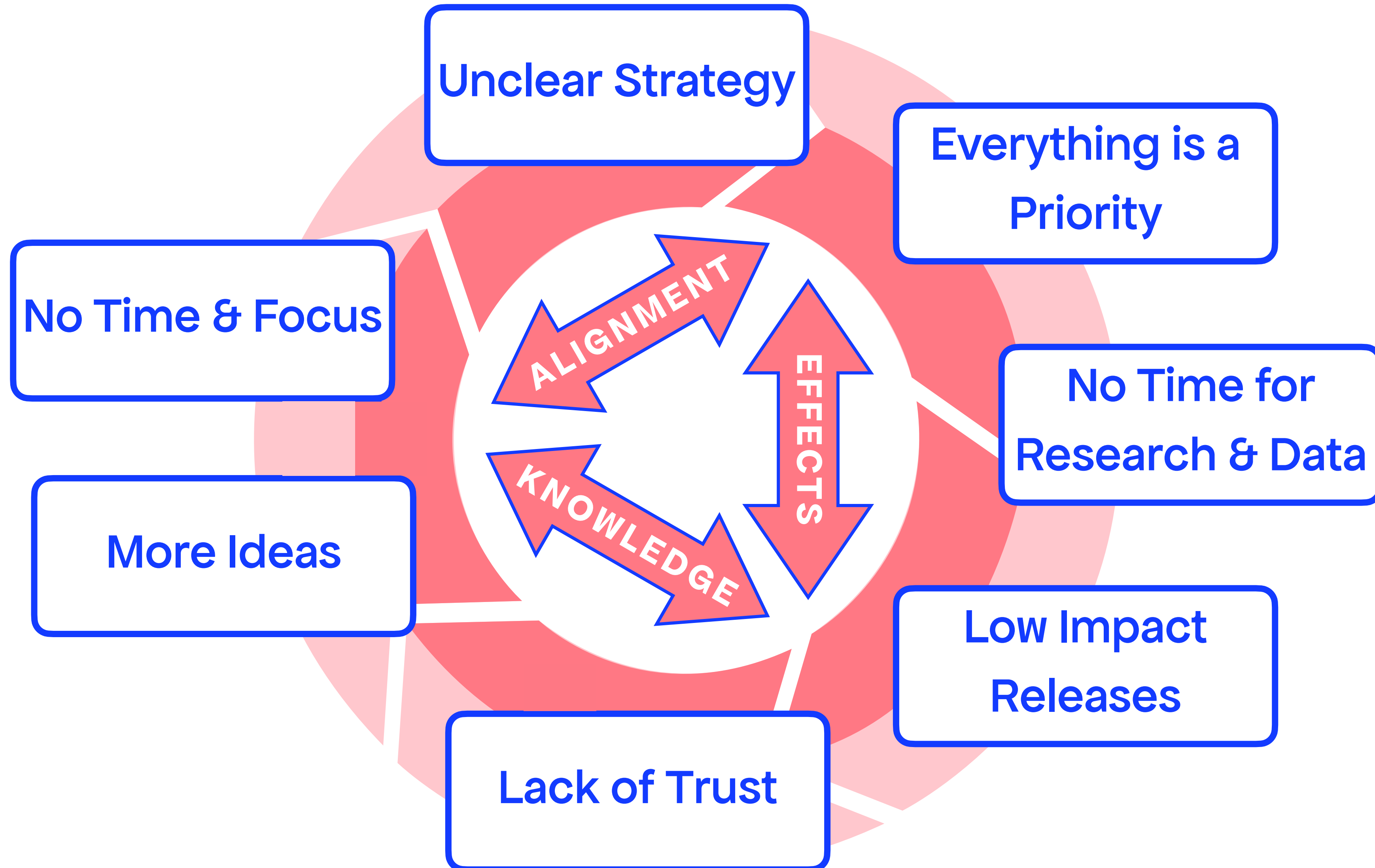
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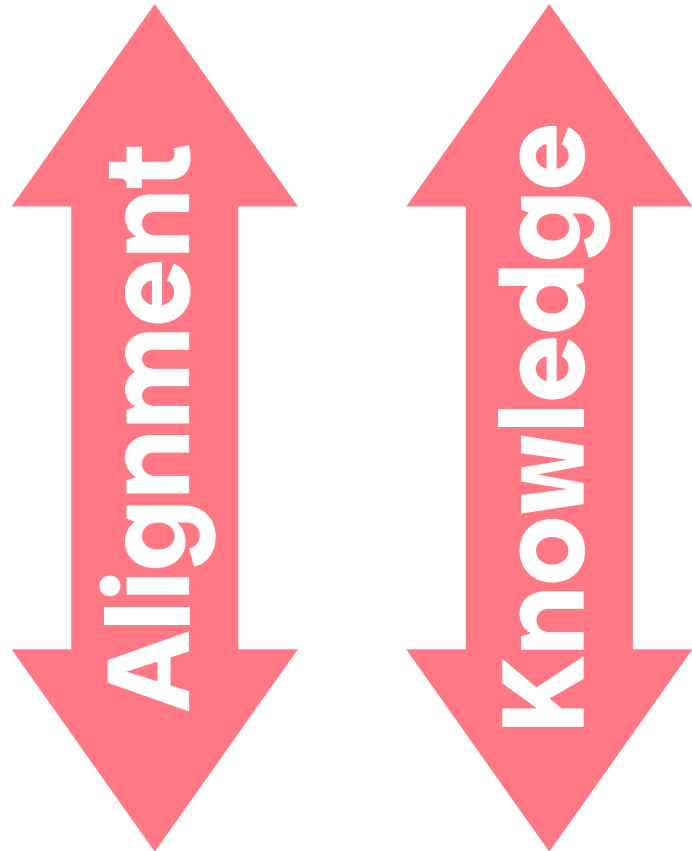
WORK
WORK
WORK

The Evil Build Trap Loop



Why Teams Struggle

Executives' Perception



Individual Contributors' Perception

Not doing this

Amazing Purpose & Vision Statement			
No	Well Defined	Strategy	No
No	Generated	Outcomes	No

Not doing this

We are spread thin

What was the Purpose again? ...Unrealistic Vision			
Yes	Nobody K.	Alignment Strategy	Yes
Yes	Features over	Outcomes	Yes

always! But doing it



Strategy as a Set of Choices

“Strategy is an integrated set of choices that positions you on a playing field of your choice in a way that you win. [...]

A strategic theory must be coherent and doable.” Roger L. Martin

Requirements of a Strategy

FREE CHOICE

REAL-TIME GUIDANCE

UNIFICATION

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Upgrade How You Do Strategy

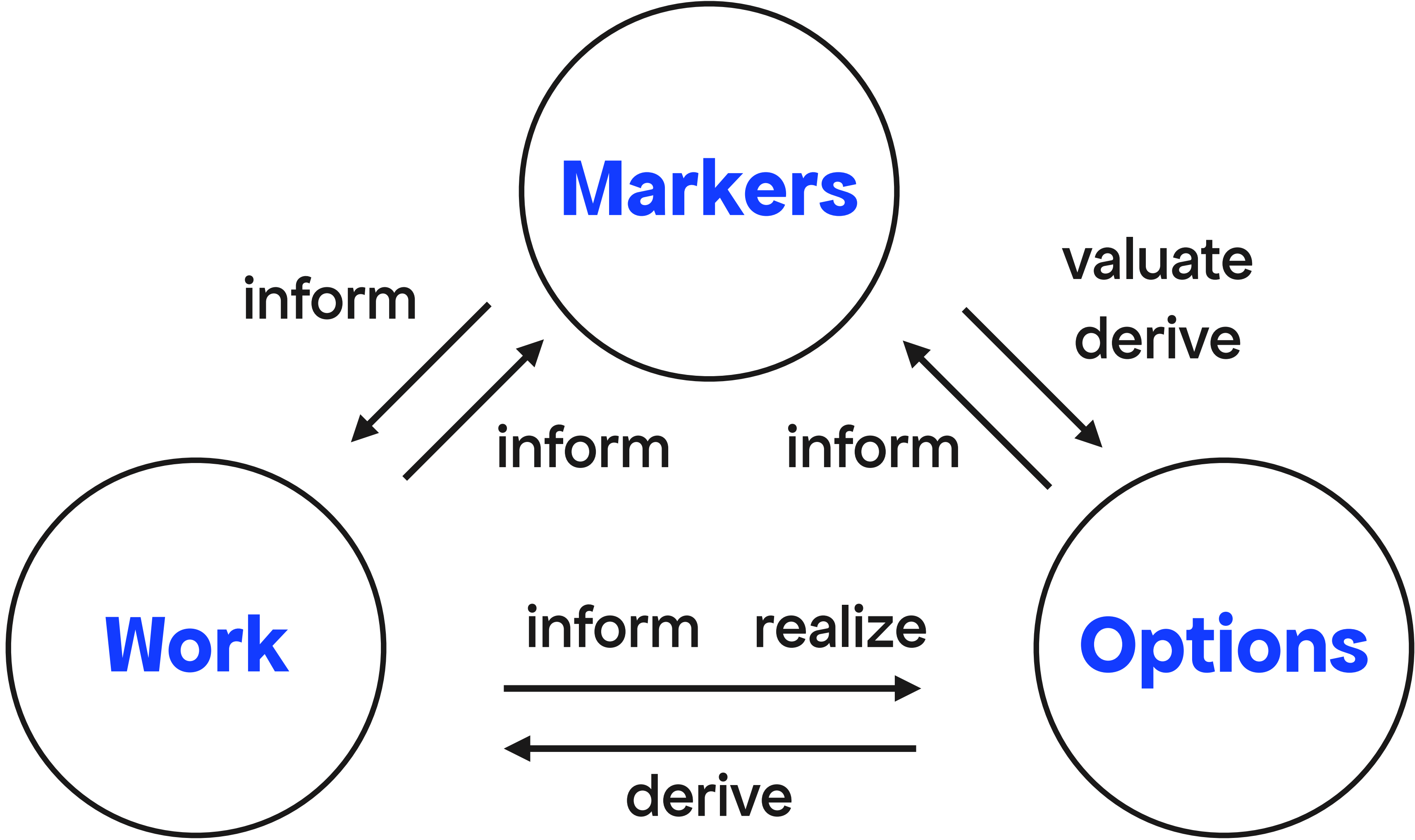
From Outdated Thinking

- ✗ Financial targets, lofty vision statements
- ✗ 3-5 year plans
- ✗ Benchmarking and best practices
- ✗ Done once a year at a fancy offsite
- ✗ Think, then do
- ✗ Working behind closed boardroom doors
- ✗ Analytics and PowerPoint
- ✗ Outsourced to “done-for-you” consultants

to New Rules

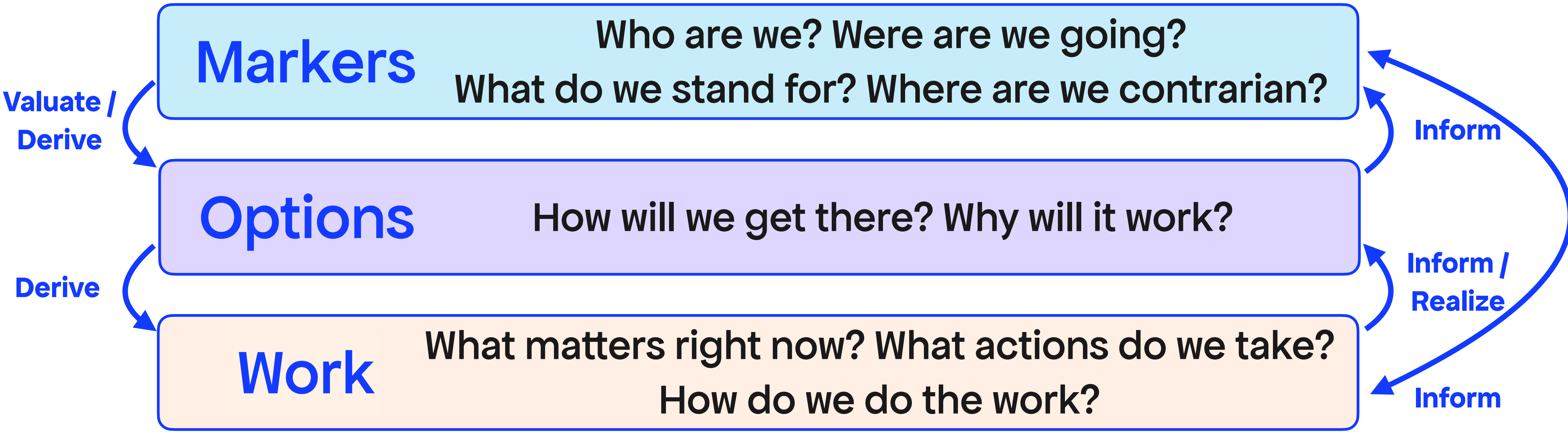
- ✓ Focus on most critical challenges
- ✓ Addressable in next 12-18 months
- ✓ Foster innovation and creativity
- ✓ Always-on
- ✓ Think while doing
- ✓ Involve relevant stakeholders
- ✓ Engage people in conversations
- ✓ You take ownership and responsibility

MOW by Markus Andrezak



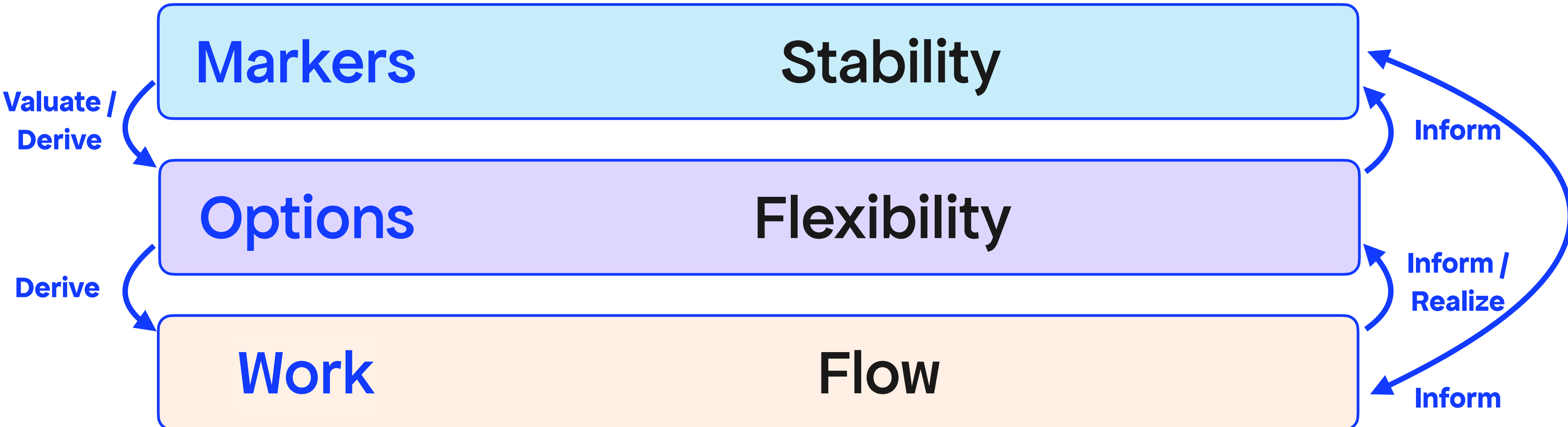
MOW: Markers, Options, Work

by Markus Andrezak,
adapted by P. C. Poyault



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Markers' Potential

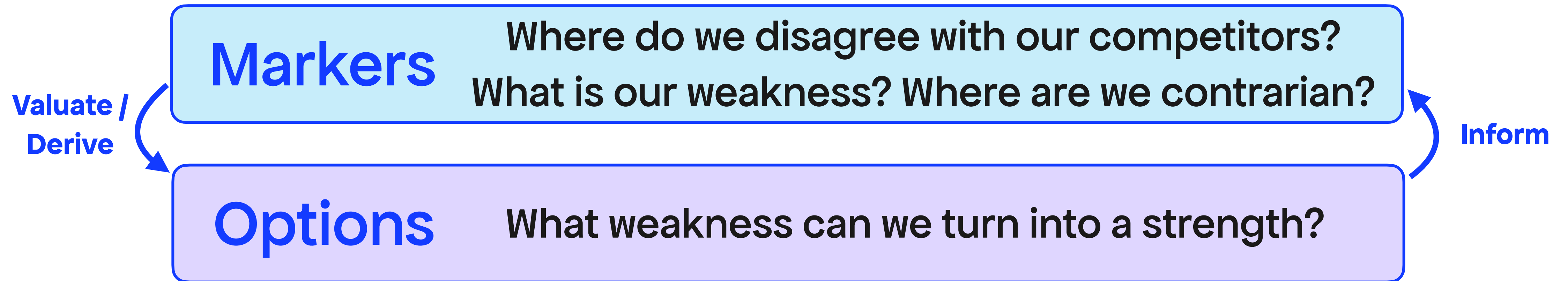
“You don't need more information to form a strategy.

You need different ways of looking at the information you already have.”

Alex M H Smith

MOW: Markers, Options, Work

by Markus Andrezak,
adapted by P. C. Poyault



Markers *value* or *derive* Options

Markers

Options

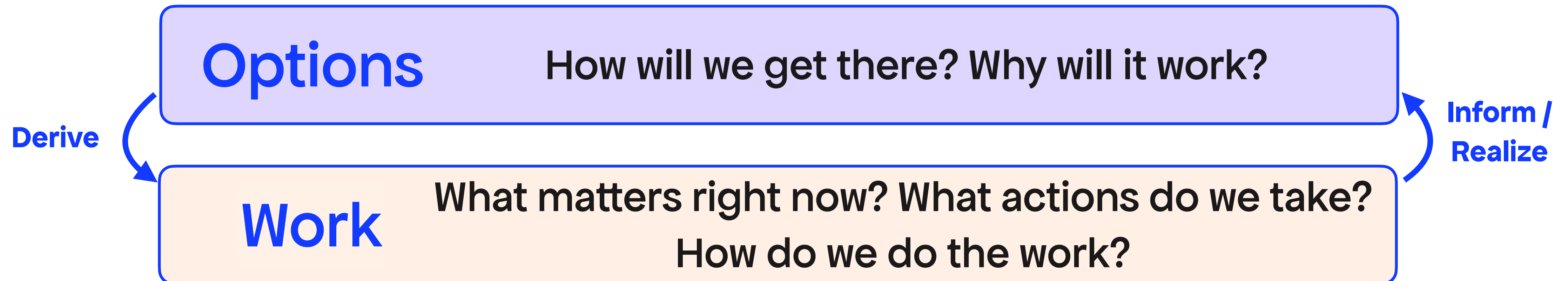
1. Sony and Microsoft made consoles that were **powerful**.
So Nintendo made one that was **weak**. The Nintendo Switch is **portable**.
2. Nokia made phones that were **robust**.
So Apple made one that was **fragile**. The iPhone is **beautiful**.
3. British Airways cared about customer **service**.
So Ryanair treated their customers **badly**. Ryanair are dirt **cheap**.

Missing Markers break the Stack

by Markus Andrezak,
adapted by P. C. Poyault

Who are we? Where are we going?

What do we stand for? Where are we contrarian?



Missing Options break the Stack

by Markus Andrezak,
adapted by P. C. Poyault

Markers

Who are we? Where are we going?
What do we stand for? Where are we contrarian?

How will we get there? Why will it work?

Work

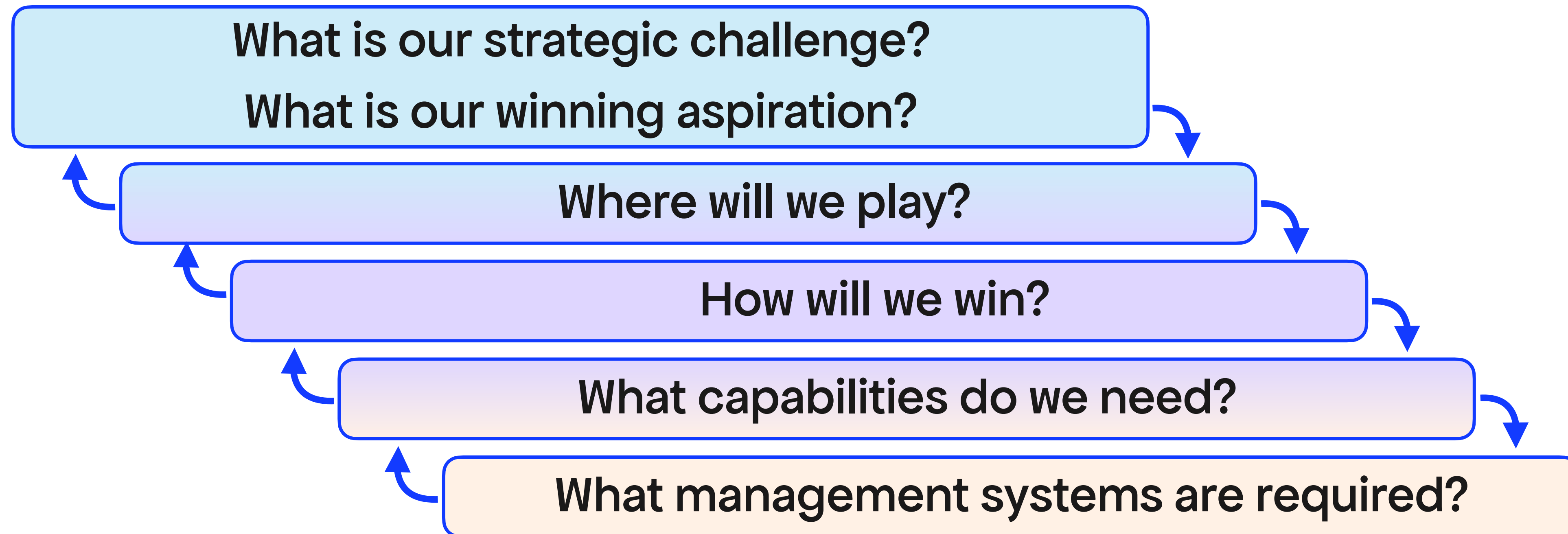
What matters right now? What actions do we take?
How do we do the work?

Inform



Playing to Win

by Roger L. Martin



A deliberate cascade of interrelated decisions that reinforce one another.

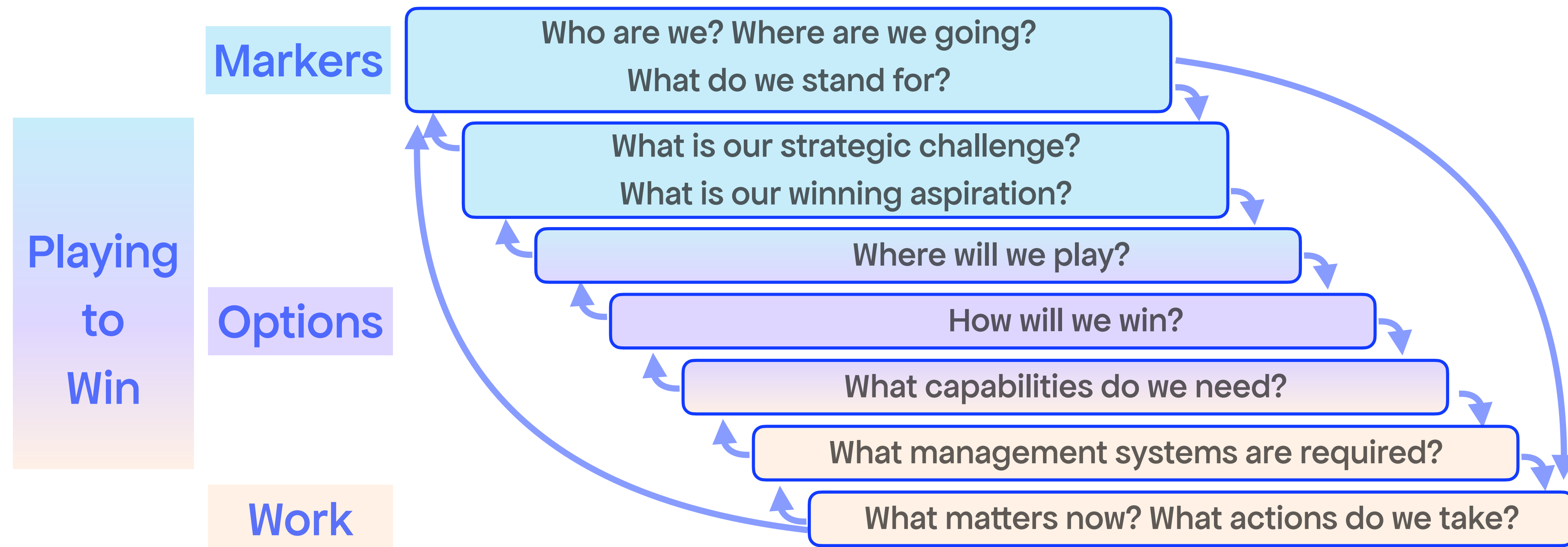
“Strategy is
what you do,
not what you
say”

Roger Martin

MOW + PTW complement each other

by Roger L. Martin,
Markus Andrezak,
adapted by P. C. Poyault

1. MOW helps you **sense** and **align**.
2. PTW helps you **decide**.



MARKERS

Identify Core Identity

OPTIONS

Explore Possible Paths of Action

WORK

Translate Choices into Execution

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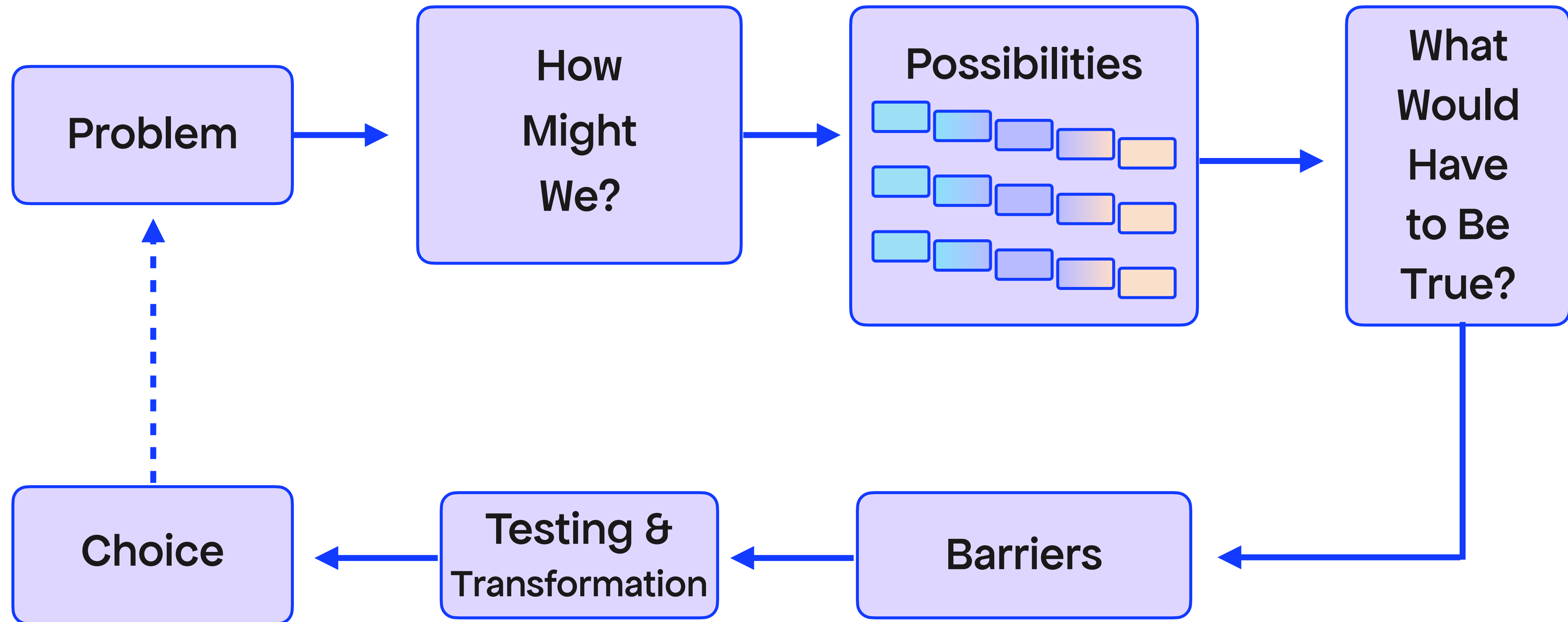


“In weak companies politics win,
in strong companies best ideas win.”

Steve Jobs

Habit #1: Structure

Strategic Choice Structuring Process by Roger L. Martin



Habit #2: Creativity

Sense and leverage SIGNALS

Clear Understanding
of Landscape &
Climate



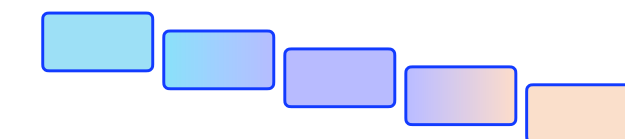
Create SPACE for creativity

Quality and
Ownership of
Possibilities



Generate alternative OPTIONS

Coherent and
Actionable
Choices



Habit #3: Communication

VISUALIZE Strategy

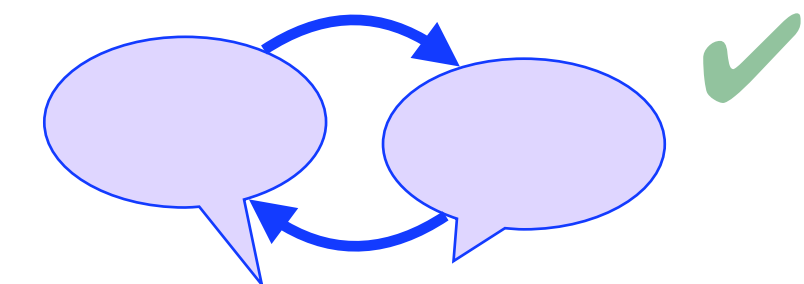
High CADENCE Synchronization

Cross-Level COLLABORATION

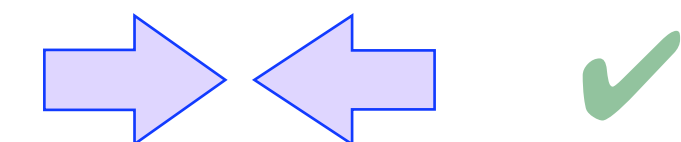
Transparent Logic



Sync Frequently,
Inform and Guide



Minimize Gaps
by Aligning

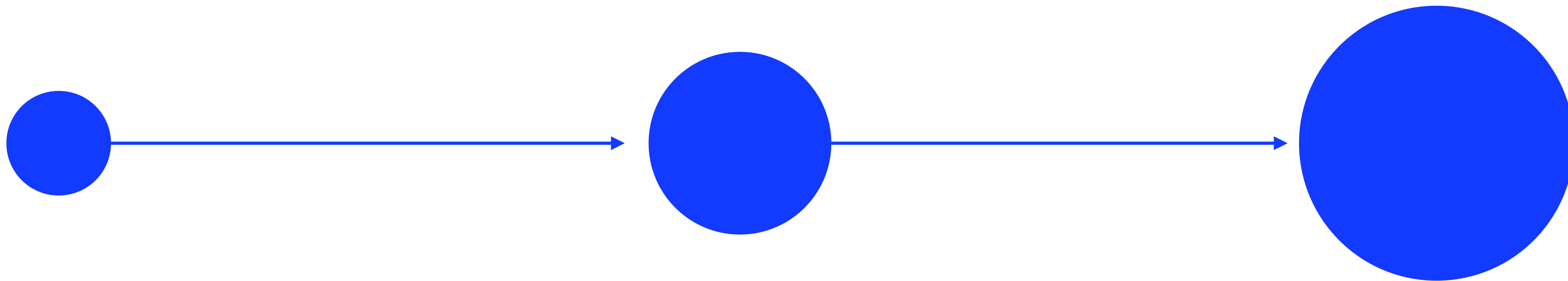


Making Strategy Work

**Create Clarity
on Markers
and Options**

**Sense Signals,
Enable
Creativity**

**Communicate
High-Cadence
Across Levels**





Pierre Christoph Poyault

Strategy Coach,
Product Ops Consultant,
Executive Facilitator.

+49 176 453 719 74
<https://brightenup.work>



<https://linktr.ee/pierre.christoph>

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