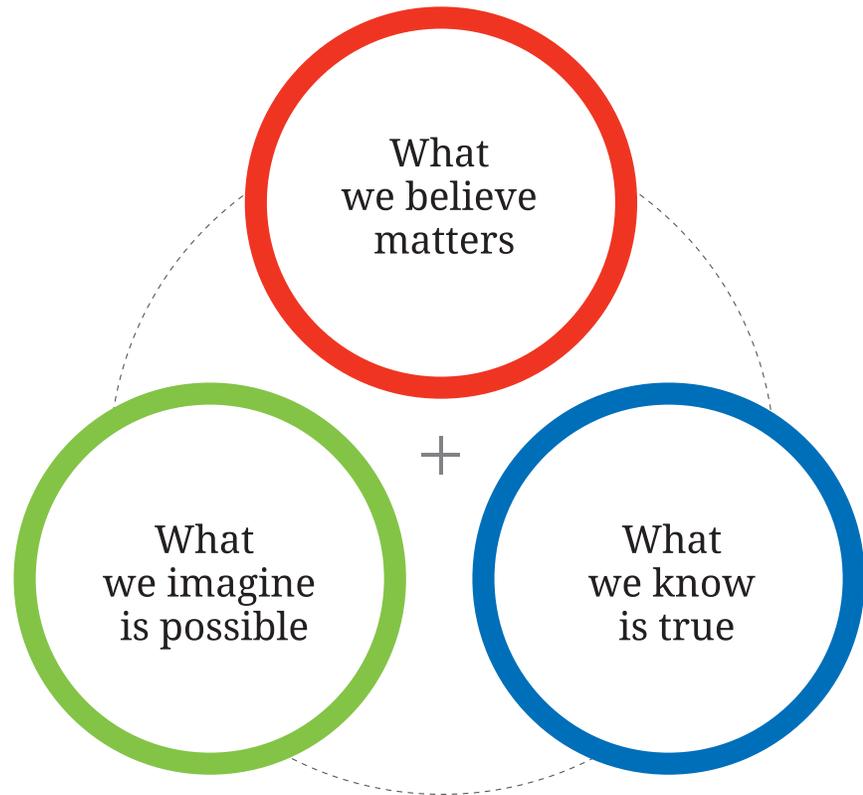
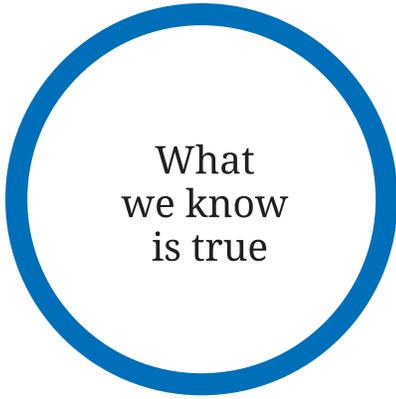


A fundamental framework for strategy



Creating breakthrough strategy for your organization requires you to change where you are thinking from

Above are three dimensions, or areas to explore, when beginning your strategy design. Two areas often left unexplored, what we imagine is possible and what we believe matters, will move your organization forward by pushing you beyond past-based strategy design, ensuring alignment and enthusiasm for the effort and creating inspiring context for the work to come.



Begin with what you know is true

Defining what you know to be true is important for establishing a reference point but taking action using only this dimension means you are basing your future on past events. Your strategy will be a reaction to something that has happened before. It may mitigate some anomaly in the performance of the business or prevent something negative from happening again but it won't move you forward in a significant way.



Imagine what is possible

Keeping attention on what you see is possible takes time and determination. A vision is fragile—the minute you lose focus it will collapse and be consumed by the demands of the day. This is why stepping away from your office to think about your future, no matter how infrequent, is one of the most valuable ways to spend your time.



Uncover what you believe matters most

If we are going to ask anyone, including ourselves, to commit time and energy to keeping a vision for the future alive, there needs to be a compelling reason to do so. Without it, initial excitement will fade and day-to-day demands will take priority. Ask yourselves: Why should anyone care about this future we have imagined? What will keep everyone engaged at the level that is needed to execute this large-scale change initiative? What matters so much to this company that we won't let ourselves fail? (Hint: It isn't more revenue.)

With this third dimension, you can now have more choice in the design of your strategy. You can now:

- 1) Design actions that are in service to dealing with past issues**
- 2) Create conditions that move you toward a future you would like to see for your business**
- 3) Offer something of gravity that will attract and hold attention to these efforts**