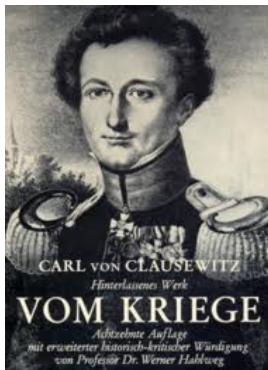


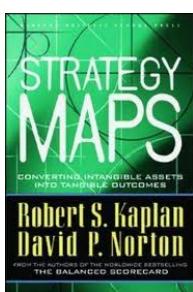
The Company Compass

Strategy Why do it?



A good Strategy provides a clear direction and works as a guideline for decision-making. It tells us where we are going and empowers Leaders to make efficient and fast decisions in the field.

Carl von Clausewitz is the father of Strategic thinking, and contrary to common belief he wanted to set his commanders in the field free so they could take advantage of changes and unforeseen events. He advocated to inform them well about the strategic intent, and leave tactical decisions to themselves so they could be opportunistic – something we also need in todays fast moving business.



Kaplan & Norton who authored two of the most influential books on Strategy and Execution invented the *Balanced Scorecard model* (BSC), and in doing so acknowledged their debt to Carl von Clausewitz for being the first to emphasize the need for a good framework to organize thinking around Strategy. BSC provides such a framework. In their later book *Strategy Maps* (2004), they further described the process of making a good strategy and explored the description and measurements of the three intangible assets in the Learning and Growth perspective – to help companies develop more than just a numbers based strategy.

The concepts:



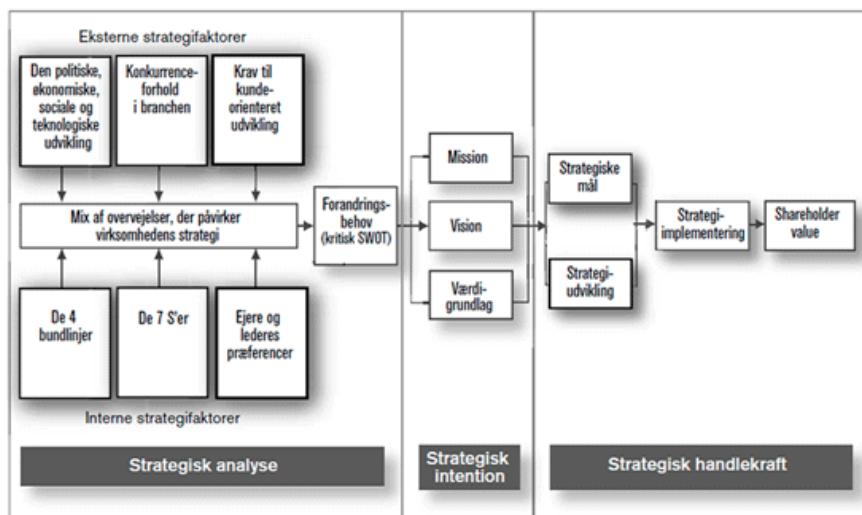
A structure



We want leaders to be well informed about where we are heading and we want them to be agile and fast. A good strategy builds alignment and works as a compass for everyone in the organisation.

It is easy to trap yourself in complex and large analytical models; however the best way to develop strategies is often done with a small group of executives relying on their own skills and experience – and solid knowledge about the market and the company. Coupling these with a "Devils advocate" can produce a simple and solid Strategy.

The danish book *Strategi med mening* provides a good working skeleton for how to approach developing a Strategy. The work process model is shown here:



The model above basically asks these 3 questions:

- Where are we?
- Where do we want to go?
- How do we get there?

Your **tasks** before we meet:

- Decide what the "DNA" of your Company is; think about "Why are we here"?
- Clarify what you think the company's core competencies are.
- Investigate stakeholder demands on your company.
- Which Strategic Decisions are we facing right now?
- Develop thoughts on a desired future for your company within 3 – 5 years.

Lets get started!

