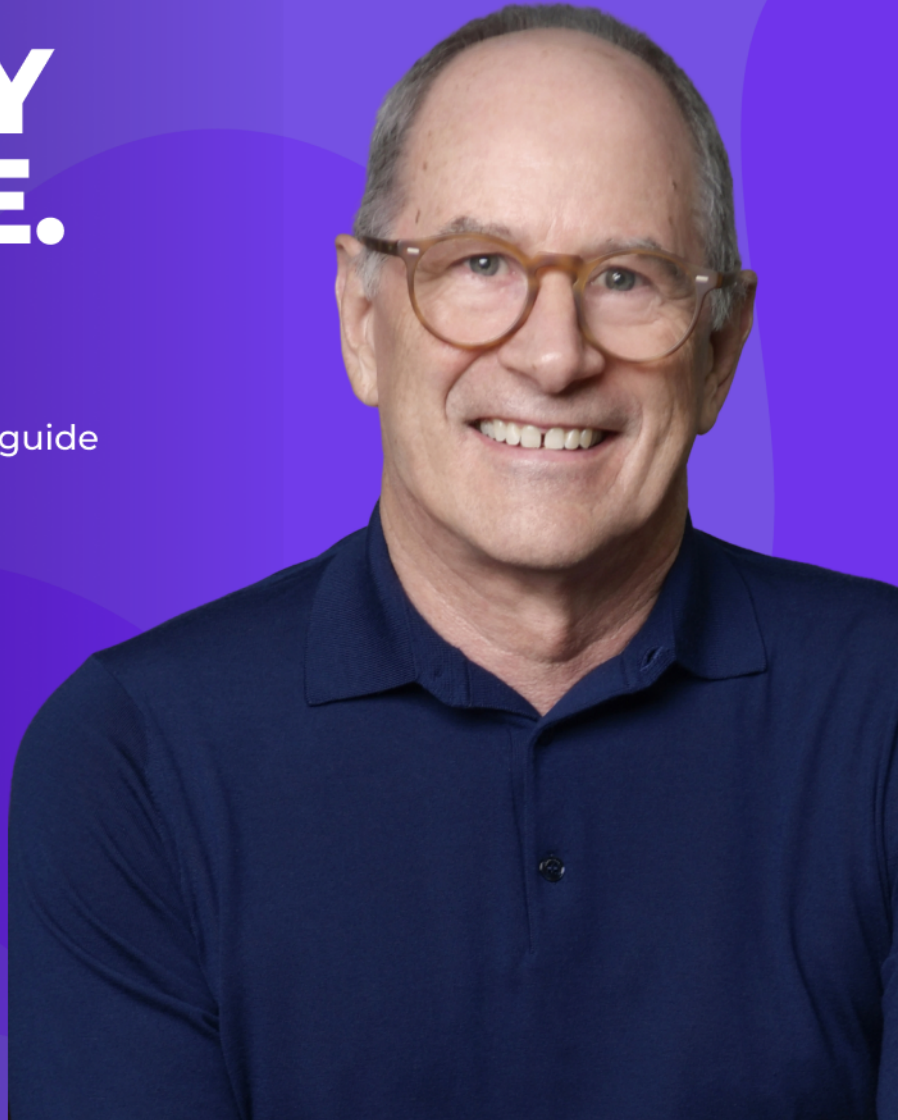


STRATEGY IS CHOICE.

Roger Martin

Two conversations. One practical guide to playing to win.



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

ROGER MARTIN

An integrated set of choices that compels desired customer action.

01

Strategy is a system of choices

A plan lists sensible initiatives. A strategy makes five choices that fit together and compel the customer to act.

**“The currency of planning is initiatives.
The currency of strategy is choices.”**

01

WINNING ASPIRATION

What does winning look like?

02

WHERE TO PLAY

Which customers, markets and channels matter?

03

HOW TO WIN

What will make customers choose us?

04

CAPABILITIES

What must we be distinctly good at?

REALITY CHECK

05

MANAGEMENT SYSTEMS

What measures, incentives and routines make it real?

REALITY CHECK

THE REALITY CHECK

If capabilities and systems are missing, the strategy is still a wish.

TRY IT

Which one of the five choices is least clear in your team today?

Replace debate with a test

ROGER'S QUESTION

What would have to be true?

At a Wisconsin copper mine, this moved a team from eight hours of “build” versus “close” to a shared decision process in one hour.

01

NAME REAL OPTIONS

Put more than one credible path on the table.

02

DEFINE THE CONDITIONS

Agree what must be true for each option to work.

03

TEST THE WEAK LINKS

Investigate the assumptions you are least confident about.

THE COPPER MINE EXAMPLE

BUILD

Copper prices, mine life and construction cost make the investment pay.

CLOSE

Those conditions cannot be met at an acceptable level of risk.

DECISION WORKSHEET

OPTION	WHAT MUST BE TRUE	EVIDENCE WE NEED

Debate positions. Evidence tests assumptions.

Three moves for Monday

The point of a Sum Up is not to agree. It is to make one better choice.

01

LEAD WITH OUTCOMES

Be specific about what success must look like. Leave room for the team to decide how. Keep the door open for questions.

What outcome can I make clearer this week?

02

USE AI AS A QUESTIONER

AI is mode-seeking. Use it to explore, compare and test. Do not ask it to hand you a distinctive strategy.

What question should AI help me examine, rather than answer?

03

START WITH THE HARDEST CHOICE

Begin with number one, not number ten. Solving the hardest part can make several smaller problems disappear.

What is the hardest decision I am avoiding?

MY NEXT MOVE

The smallest choice I will make differently this week:

LISTEN TO BOTH PARTS

PART 1

Strategy is what you do,
not what you say



SCAN TO LISTEN

BETTER@WORK

PART 2

Why AI will never write you
a winning strategy



SCAN TO LISTEN

BETTER@WORK

“Helpful and clever are two different things.”