



Rethinking Strategy - Back to the Future

Engaging in the *what* and *how* of 'Strategic Planning' has been part of every business school curriculum for the past several decades. Within this context we have all been taught Porter's model of formulating strategy and it has been a served as a reliable guide as to how strategy 'gets done'. As a result sophisticated methodologies around data capturing, analyzing that data, execution and implementation have all been centre stage to our understanding of 'strategic planning'. The process has consumed vast amounts of time and budget. But, the reality is that little of what we say we need to do, gets done. (The statistics suggest that less than 10% of strategic plans get implemented). So why is this?

Planning for the future in a world that is constantly changing makes little sense. *Rethinking Strategy: Back to the Future* traces the roots behind 'why we plan the way we do' when it comes to strategy and then proposes another (smarter) way forward. The journey into the future is illuminated by an understanding of the past. Using Jomini's (a Prussian general during the time of Napoleon) model of strategy we develop an understanding of the need for 'strategic intuition' - what this is and how to develop it. For many, the term 'strategic intuition' constitutes an oxymoron and as such makes little sense - especially in the light of what we have always been taught. However, using compelling case studies and a sound framework, strategic intuition is investigated in a manner that brings together the best of strategic theory and practice. Given that everyone can - and should be - involved in thinking strategically,



See the world through other people's eyes

Rethinking Strategy: back to the Future becomes a relevant presentation for the entire organization but is highly suitable for strategic conferences and executive / leadership break-a-ways as well as the boardroom.



Keith Coats is a founding partner of TomorrowToday and has vast international experience in consulted and teaching strategy including places such as China, Japan, Russia, Sweden, United States and South Africa. Keith helps companies and leaders understand why our approach to strategy has to change and what to do about it.

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