



INSTITUTE OF DIRECTORS
IN IRELAND



Rethinking Strategic Planning in the Midst of Disruption

with Gary Joyce, Genesis

IoD Ireland Briefings Series: Sponsored by Accenture



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An aerial photograph of a vast, snow-covered landscape, possibly a tundra or a high-altitude plain. The terrain is marked with a grid-like pattern of dark lines, likely roads or field boundaries. The sky is a mix of deep blue and orange, suggesting a sunset or sunrise. The overall mood is serene and expansive.

A PERSONAL PERSPECTIVE

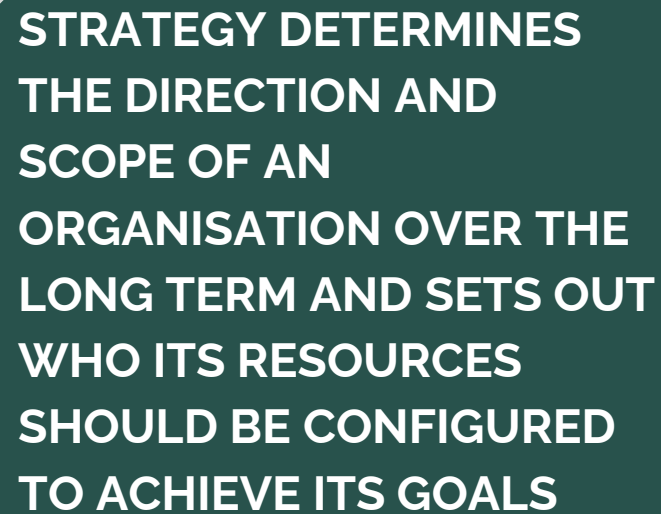
GLEANNED FROM EXPERIENCE!

 Hello. Are we talking the same language?

**Strategy =
what + why**

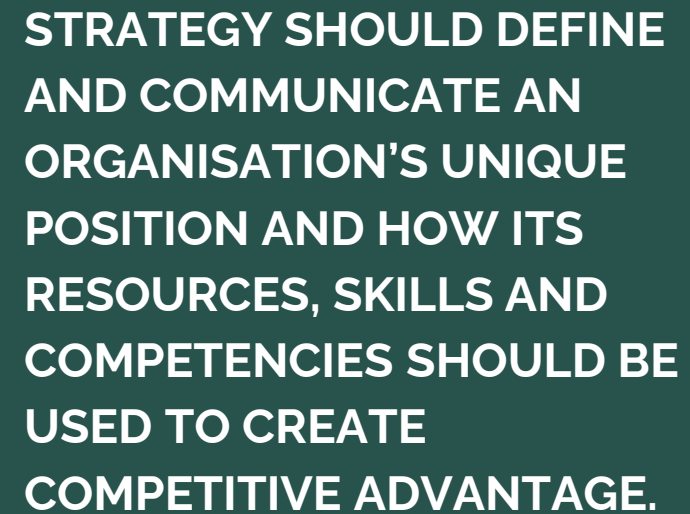
Planning = how + who +when

Traditional definitions



**STRATEGY DETERMINES
THE DIRECTION AND
SCOPE OF AN
ORGANISATION OVER THE
LONG TERM AND SETS OUT
WHO ITS RESOURCES
SHOULD BE CONFIGURED
TO ACHIEVE ITS GOALS**

Johnson & Scholes



**STRATEGY SHOULD DEFINE
AND COMMUNICATE AN
ORGANISATION'S UNIQUE
POSITION AND HOW ITS
RESOURCES, SKILLS AND
COMPETENCIES SHOULD BE
USED TO CREATE
COMPETITIVE ADVANTAGE.**

Michael Porter

UNDERLYING ASSUMPTIONS?



STABLE INDUSTRY BOUNDARIES



**SUCCESS = RETURN
ON SHAREHOLDER
CAPITAL**



IMPLICATIONS FOR STRATEGY

GREATER FOCUS ON:


- **WHAT IS CHANGING**
- **HOW IT IS AFFECTING YOUR ORGANISATION**
- **THE OPPORTUNITIES THAT THE CHANGES COULD GIVE RISE TO**

- **BROADEN THE SCOPE OF CONSULTATION TO INCLUDE A FAR WIDER STAKEHOLDER PERSPECTIVE**



RE-THINKING STRATEGIC PLANNING DURING DISRUPTION





**STRATEGY IS ABOUT
TAKING A VIEW ON THE
FUTURE AND DECIDING
HOW TO READY YOUR
ORGANISATION TO
SUCCEED IN THAT FUTURE.**



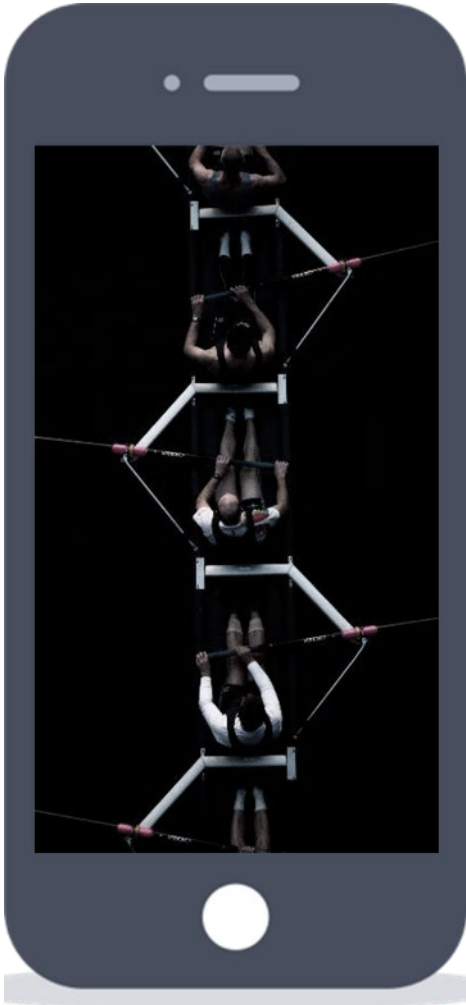


STEP 1.

**WHAT IS THE
FUTURE WE NEED
TO PREPARE FOR?**

Not the generic future... OUR future

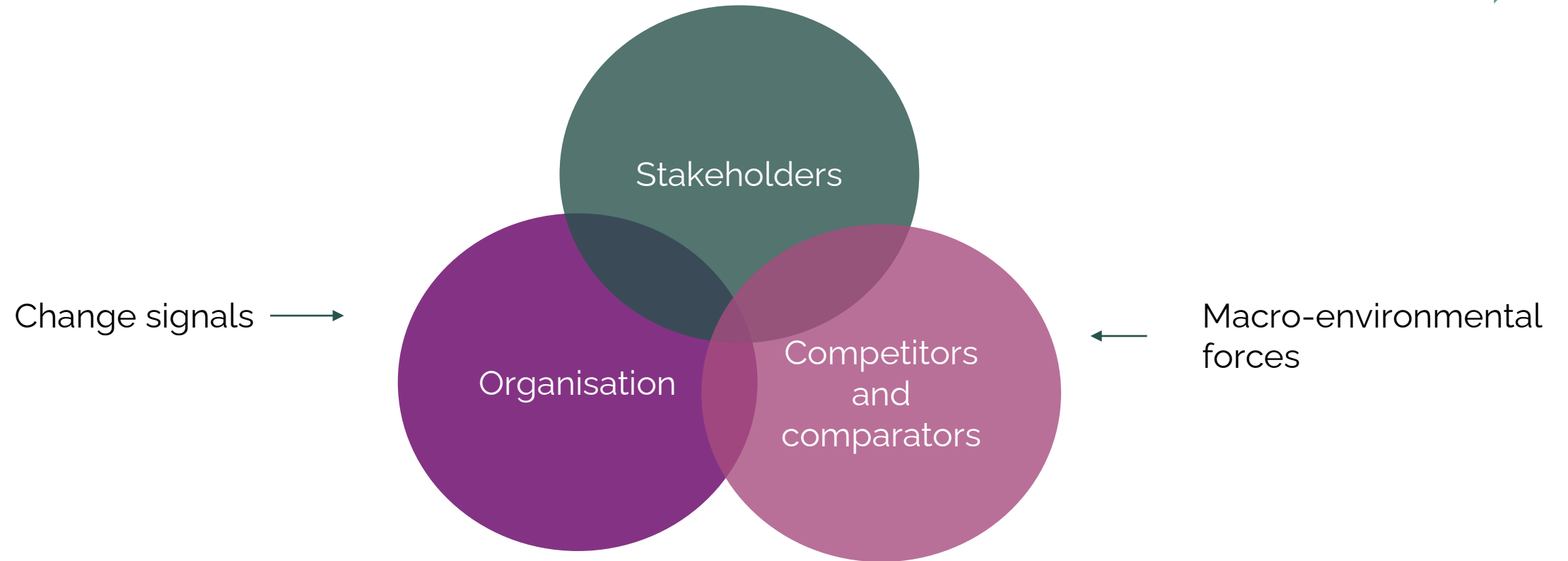
FUTURE HYPOTHESES – INFORMED IMAGINATION



STEP 2.

**AGREEING WHERE WE'RE
STARTING FROM – FACING
THE BRUTAL FACTS!**





PROBLEM STATEMENT



Genesis

STEP 3.

WHERE DO WE WANT
TO GO?



SETTING STRATEGIC DIRECTION

Purpose

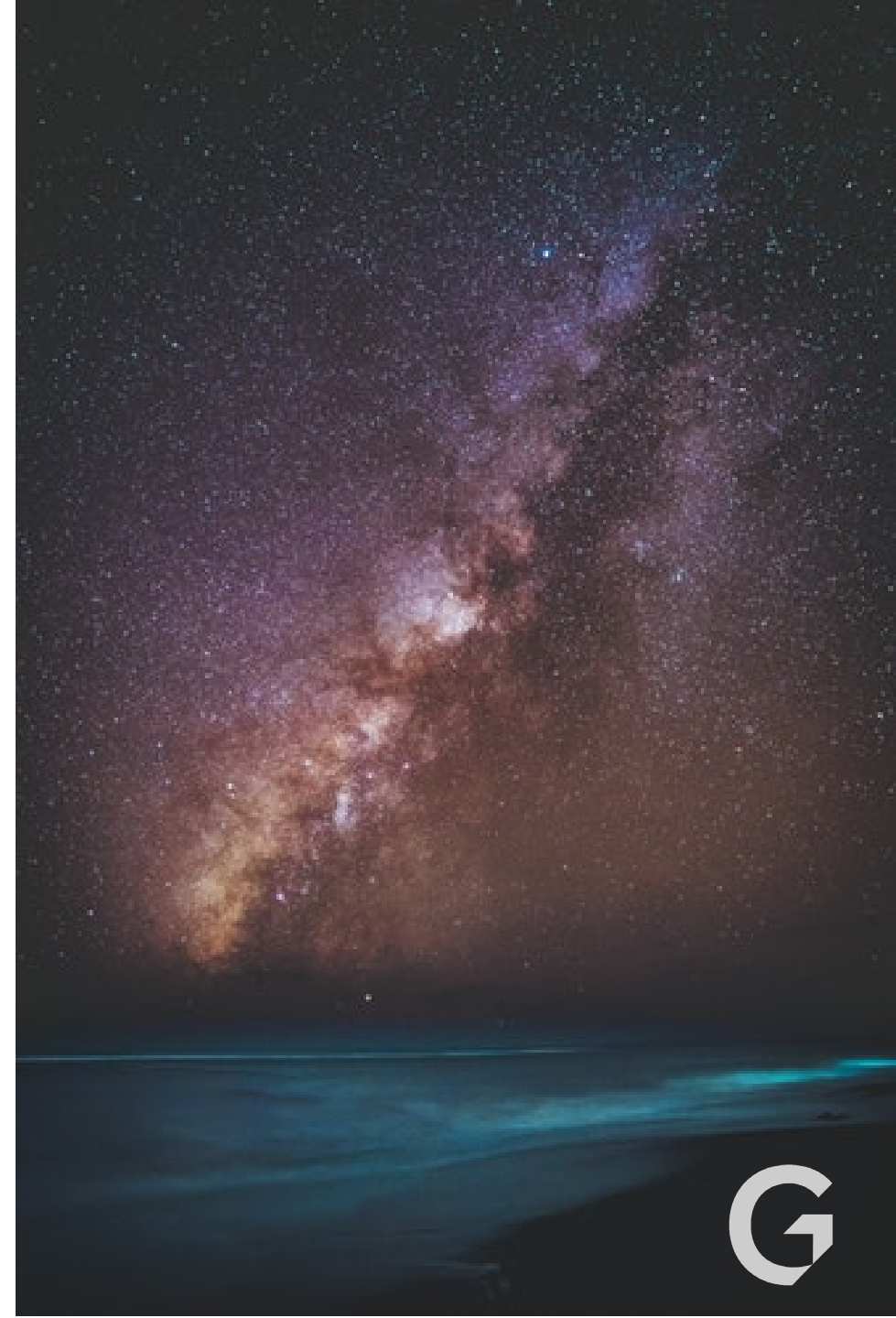
Values

Scale of Ambition

Vision



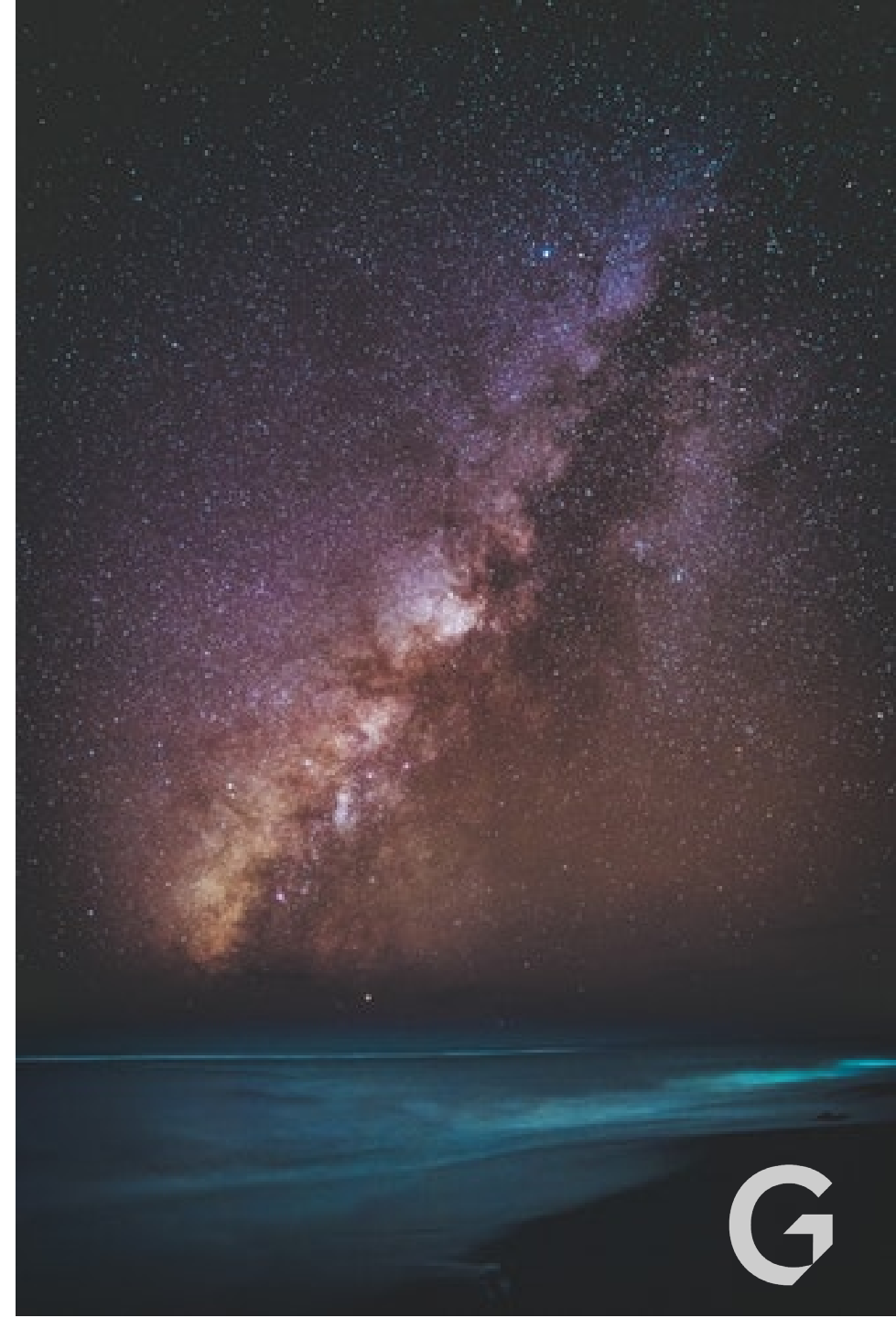
PURPOSE



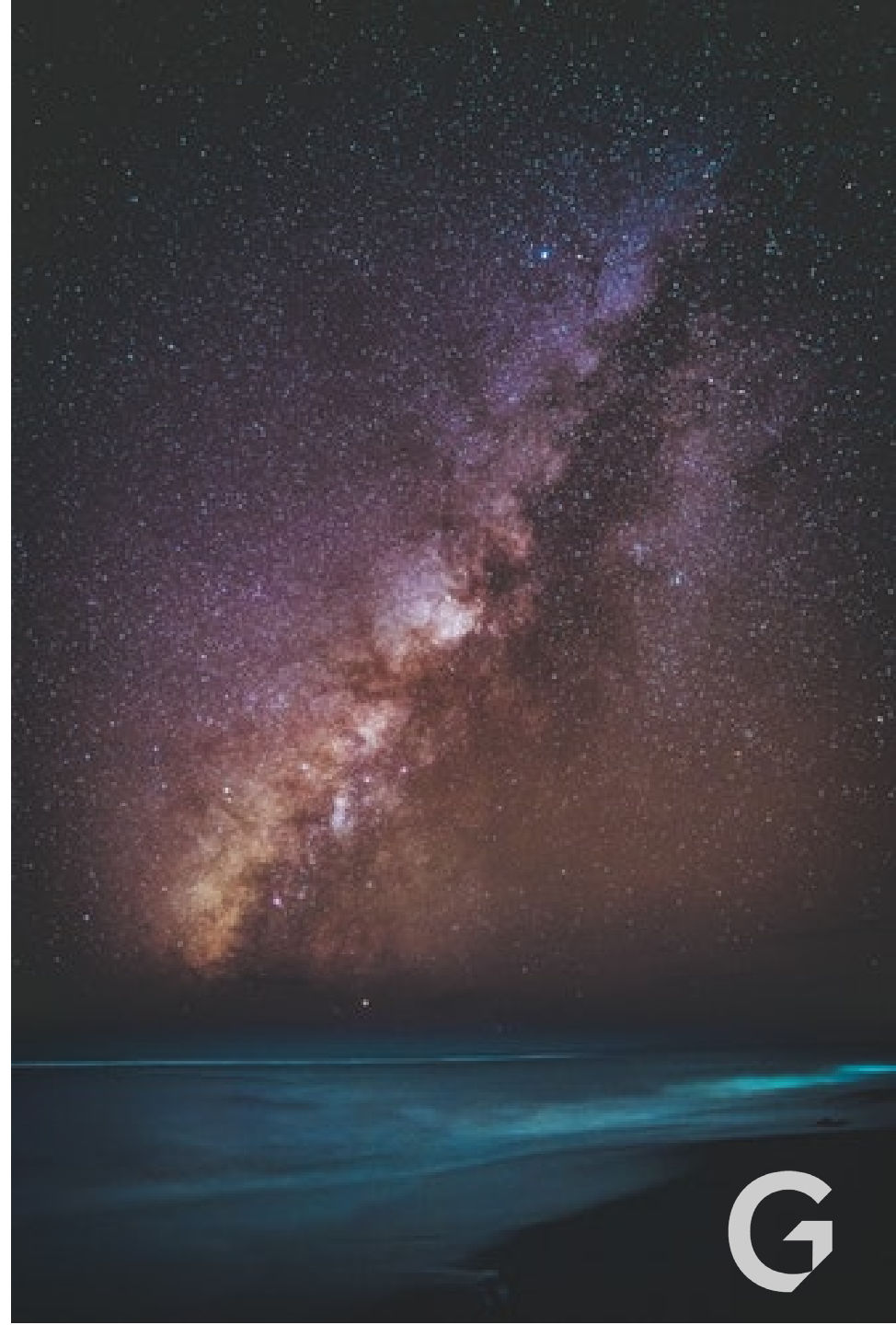
VALUES AS A CONTROL SYSTEM



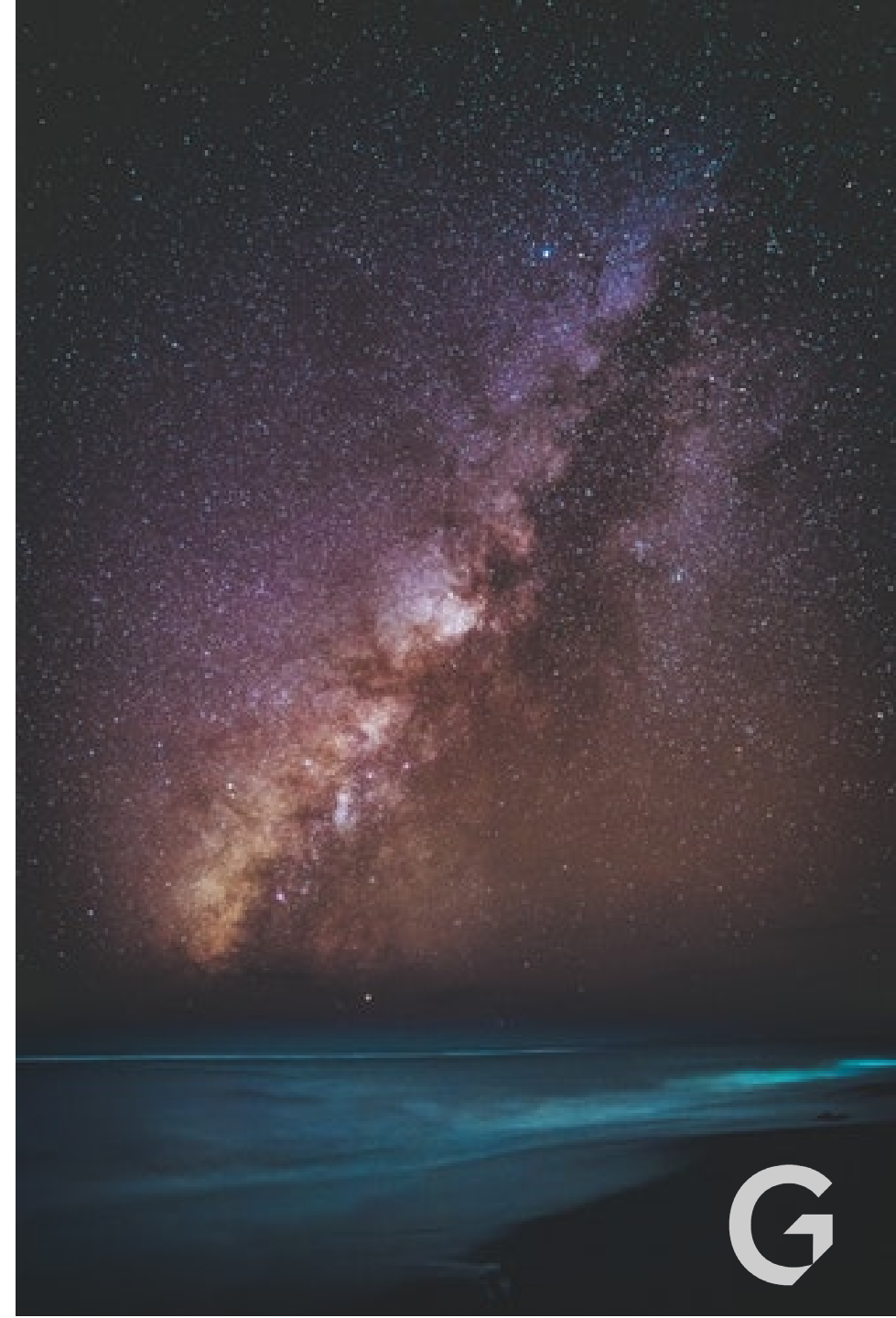
SCALE OF AMBITION



VISION



BRAND AND PURPOSE ALIGNMENT






STEP 4.

CHOICES AND
CONSEQUENCES.

THE HARD PART.



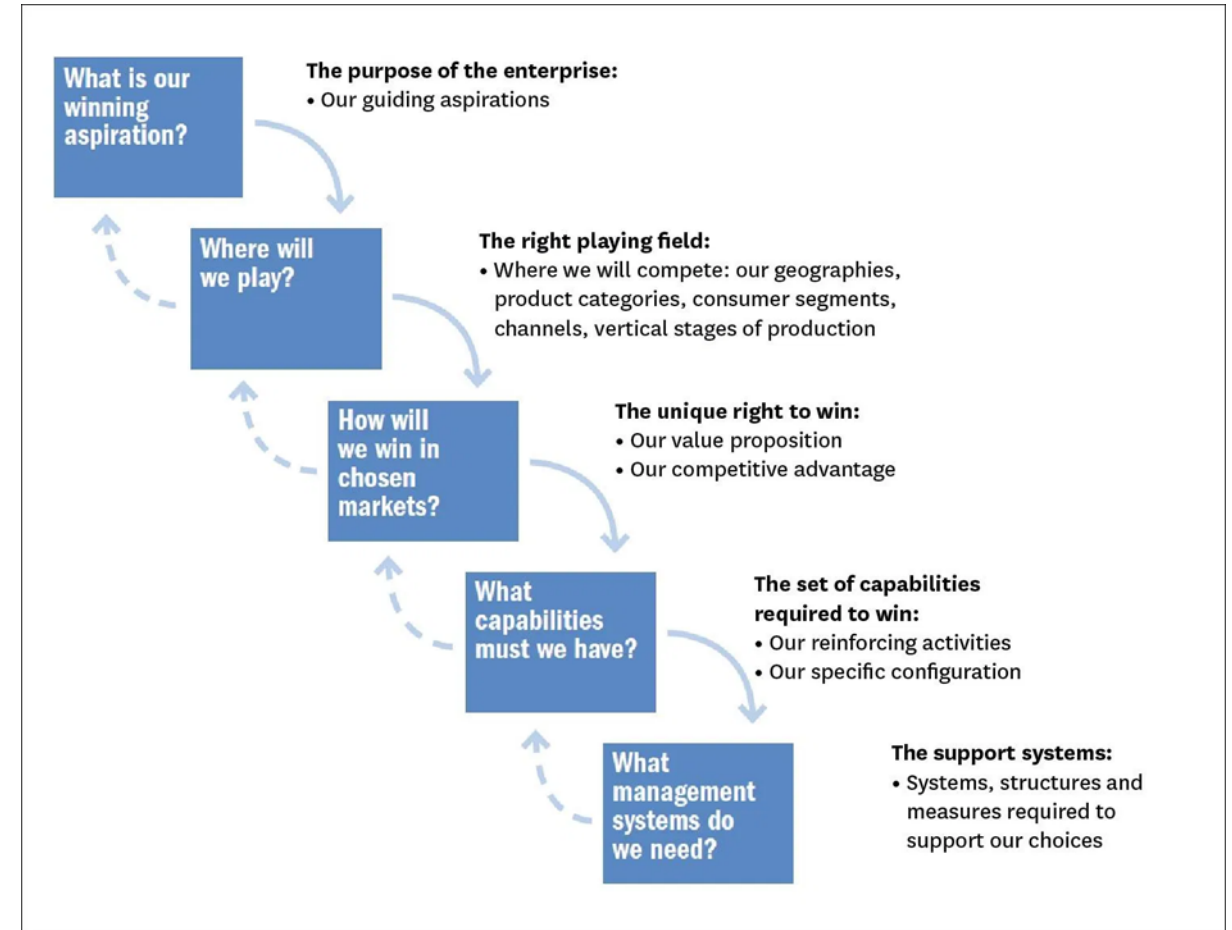
**What will it take to
succeed in the future
you're preparing for?**

A COMPETITIVE MINDSET



PLAYING TO WIN

NOT PLAYING TO PLAY



STEP 5

CONDITIONS FOR SUCCESS



Final tips

It's your
strategy and
your future

Adopt a
founder's
mentality

Be inclusive,
value
diversity

It's about
hearts and
minds

It's as much
art as
science

Courage and
openness

**IN DISRUPTION, CUSTOMER CENTRICITY AND ORGANISATION ADAPTABILITY
ARE SOURCES OF ADVANTAGE**

Engage the organisation
BEFORE, DURING AND AFTER

A photograph of a wooden boat on a calm lake, with a backdrop of rugged, forested mountains. The scene is captured from the perspective of someone inside the boat, looking forward. The water is still, reflecting the surrounding landscape. The mountains are steep and rocky, with patches of green trees. The overall tone is serene and majestic.

WITHOUT STRATEGY, EXECUTION IS AIMLESS

Without execution, strategy is useless

Morris Chang

Useful sources

Playing to Win: Lafley and Martin 2014 <https://hbr.org/books/playing-to-win>

Bringing Science to the Art of Strategy: Lafley, Martin, Rivikin and Siggelkow, HBR 2012
<https://hbr.org/2012/09/bringing-science-to-the-art-of-strategy>

The Essence of Strategy is Now How to Change: Hunsaker and Knowles, MIT Sloan Management Review 2020.

<https://sloanreview.mit.edu/article/the-essence-of-strategy-is-now-how-to-change/>

So you think you have a Strategy: Vermeulen 2011 London Business School

<https://www.london.edu/think/so-you-think-you-have-a-strategy>

Don't Mistake Execution for Strategy: Kenny 2020 HBR

<https://hbr.org/2020/01/dont-mistake-execution-for-strategy>



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