

**Harvard
Business
Review**

WEBINAR

The Big Lie of Strategic Planning

Featuring Roger Martin

JANUARY 18, 2018

Sponsored by  **anaplan**

The Big Lie of Strategic Planning



TODAY'S SPEAKER

Roger Martin

**Roger L.
Martin,
Inc.**

Author Advisor Strategist Speaker

The Big Lie of Strategic Planning

***HBR Webinar
January 18, 2018***

MY LOVE-HATE RELATIONSHIP WITH THINGS 'STRATEGIC'

On One Hand

I hate:

- ***Strategic Planning***
- ***Strategic Plans***

But

On The Other Hand

I love:

- ***Strategy***

THE TYPICAL STRATEGIC PLAN

Section 1: Vision/Mission Statement

Section 2: List of Initiatives

Section 3: Financials (Budget with Prose)

THE TYPICAL INCOME STATEMENT

Revenues

Sales

Expenses

Cost of Goods Sold

Direct Labor

Purchased Materials

Direct Overhead

SG&A

Marketing & Selling

General & Administrative

Research & Development

Depreciation & Amortization

Profit Before Tax

Taxes

Net Profit

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Completely
Within
Company's
Control

Profit Before Tax

Taxes

Net Profit

THE TYPICAL INCOME STATEMENT

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Net Profit

Entirely At The
Discretion of
Customers

Completely
Within
Company's
Control

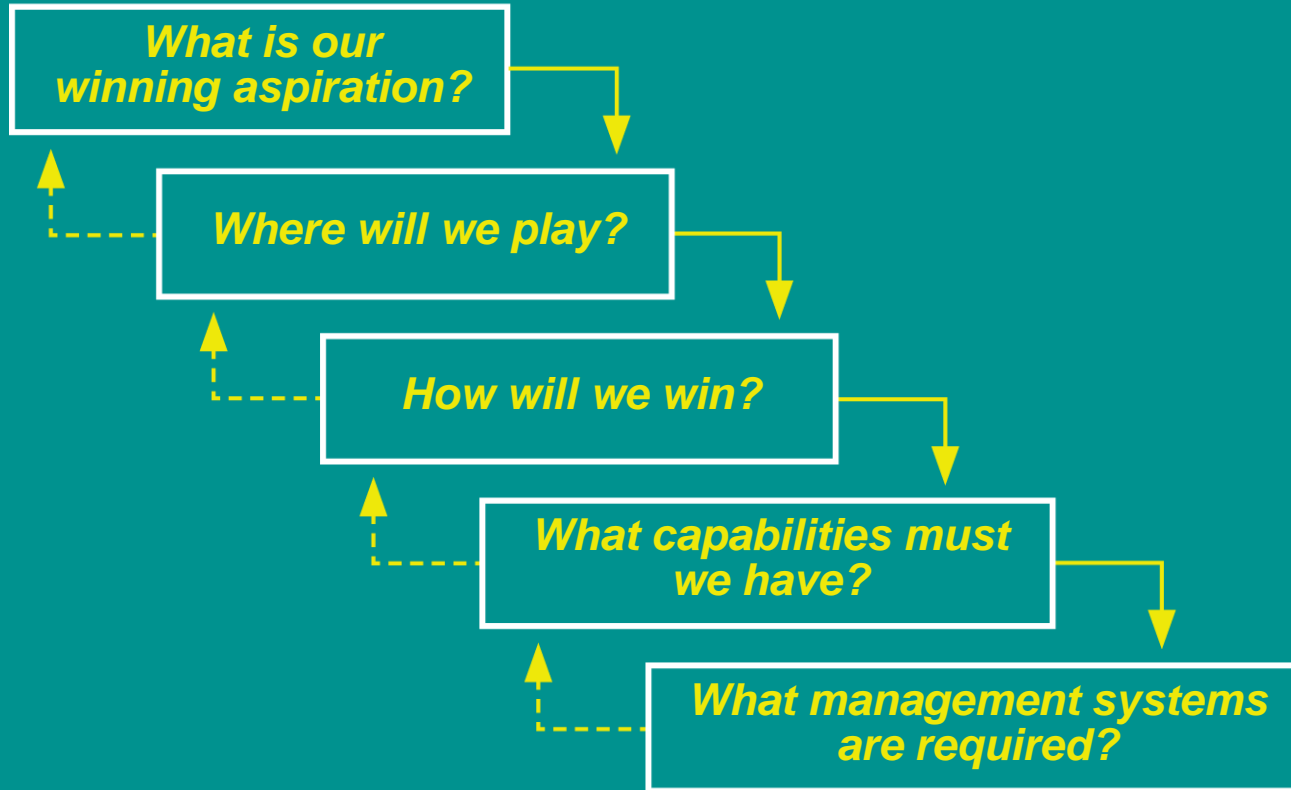
1. Emergent Strategy

- *Misapplication of Henry Mintzberg's original concept*

2. The Resource-Based View of the Firm

- *Capabilities-based rather than customer-driven investment*

RULE #1: STRATEGY IS ABOUT A FEW KEY CHOICES



RULE #2: STRATEGY IS NOT ABOUT PERFECTION



&



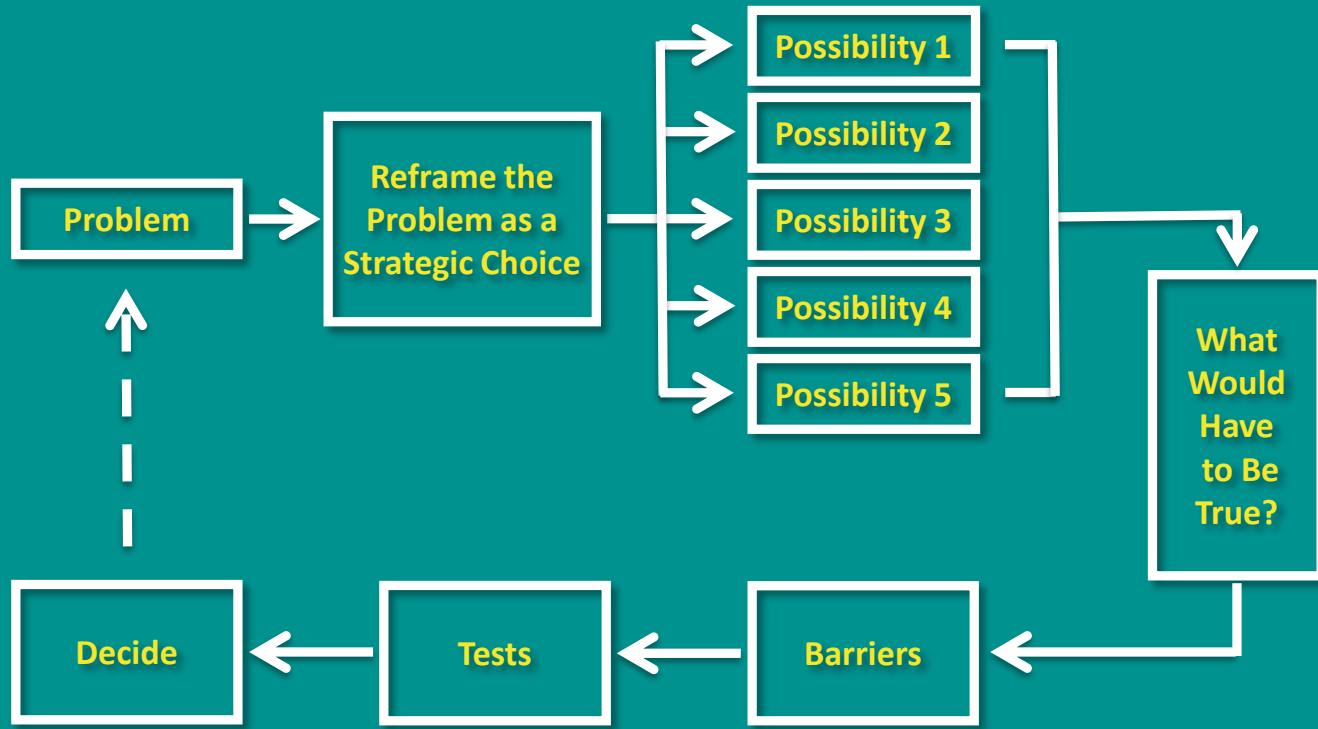
Where: For the part of the world where things cannot be other than they are

How: Analyze to determine the causes of the observed effect and optimize for that inevitable outcome

Where: For the part of the world where things can be other than they are.

How: Imagine possibilities and choose the one for which the most compelling argument can be made.

RULE #3: MAKE YOUR STRATEGIC LOGIC EXPLICIT



What is
true?



What
would
have
to be
true?

**Roger L.
Martin,
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Author Advisor Strategist Speaker

**THANK
YOU**

Twitter: @rogerlmartin

Site: www.rogerlmartin.com



Thank you for joining us!

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