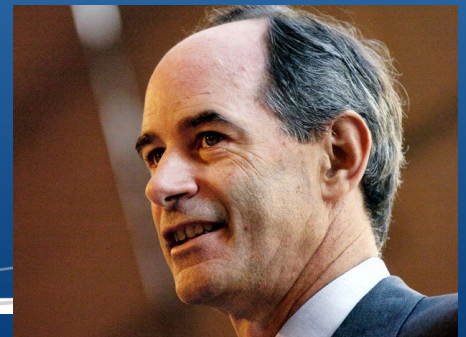


Executive Digest

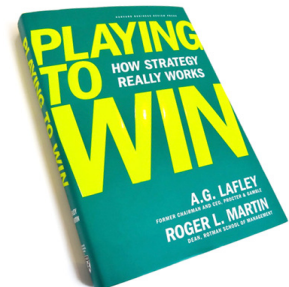
by Dr Iain McCormick of the Executive Coaching Centre

Playing to Win: How Strategy Really Works by A G Lafley, Roger L Martin



Roger Martin is Dean, Premier's Research Chair in Productivity & Competitiveness and Professor of Strategic Management at the Rotman School of Management. He worked with A.G. Laffley, the former Chairman, President and CEO of Procter & Gamble to write a beautifully simple and fresh approach to strategy. Strategy can be scary but it needn't be. Martin has demonstrated that strategy can be defined and created using a simple framework that entails answering five questions — the same five questions, no matter the type, size or context of the organisation:

1. What is your winning aspiration?
2. Where will you play?
3. How will you win?
4. What capabilities must be in place?
5. What management systems are required?



Developing dynamic feedback between these five choices provides a clear and powerful framework for thinking about winning decisions, a shared language for thinking about strategy within an organization and a playbook for developing that strategy. The good news is that strategy needn't be the held by a small set of experts. It can be demystified into this set of five important questions that can (and should) be asked at every level of an organisation. The answers to these questions can be captured on a single page, creating a shared understanding of an organisation's strategy and what must be done to achieve it.

Roger L. Martin is running a seminar in Auckland, July 21, talking about his work on design thinking, integrative thinking and strategy innovation which has made him one of the most respected and in demand strategy advisers worldwide. Please find the full programme on www.businessinfluentials.com/event/playing-to-win/.