

Things you should know about strategy.

2 Nos and 4 Yess

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Words, words, words

Strategy

Values

Strategic goals

Purpose

Strategic plans

Mission


Strategic objectives

Strategic direction

Strategic thinking

Strategic planning


Vision



No # 1

The strategic plan is not the strategy

The strategy is the ideas about how you are going to combine your resources to give you the best chance of success – the strategic plan is the book you write to communicate and implement those ideas.



No # 2

Strategy is not a collection of vague aspirations.



Strategy – an ACPO definition

“Overall intention to combine resources towards managing and resolving an event or incident”

Critical Incident Manual



Strategy – an ACPO definition

"Overall intent:
resources

Common* idea –
"Strategy is about the what –
tactics are the how"

* but wrong



Strategy – a better view

"Overall intent:
resources

"Priorities are about the what –
strategy is about the how and
why"

Police force strategic plan

We strive for excellence in the delivery of our services. Moving forward [] we will be an efficient, resilient and fit for purpose organisation, with a focus on the future of the force.

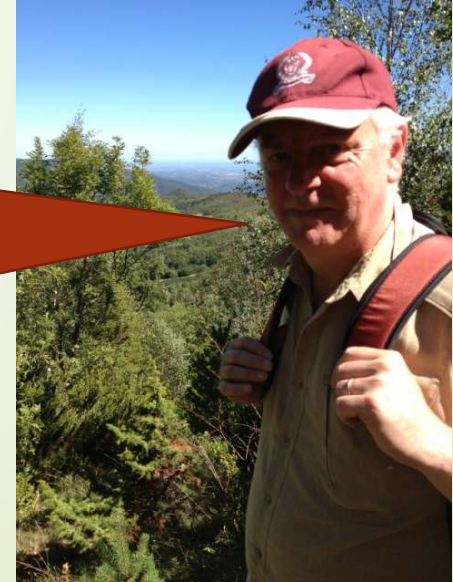
How? What will you do differently tomorrow to be any different than you are today?"

AS our [] we will work to further [] and trust in the []

Corporate Strategy p.9

Garry's First (and most important) rule
of strategy

Every strategy
needs an aim –
but the aim is
not the
strategy!



Which way is North?





Yes #1



Strategy gives
motivation
and direction!

Strategy is map



Police force strategic plan

- Statement of Common Purpose
- Vision
- 6 Values
- 4 Priorities
- 14 Aims
- 48 Objectives
- 75 Milestones

That's 149 'directions'!



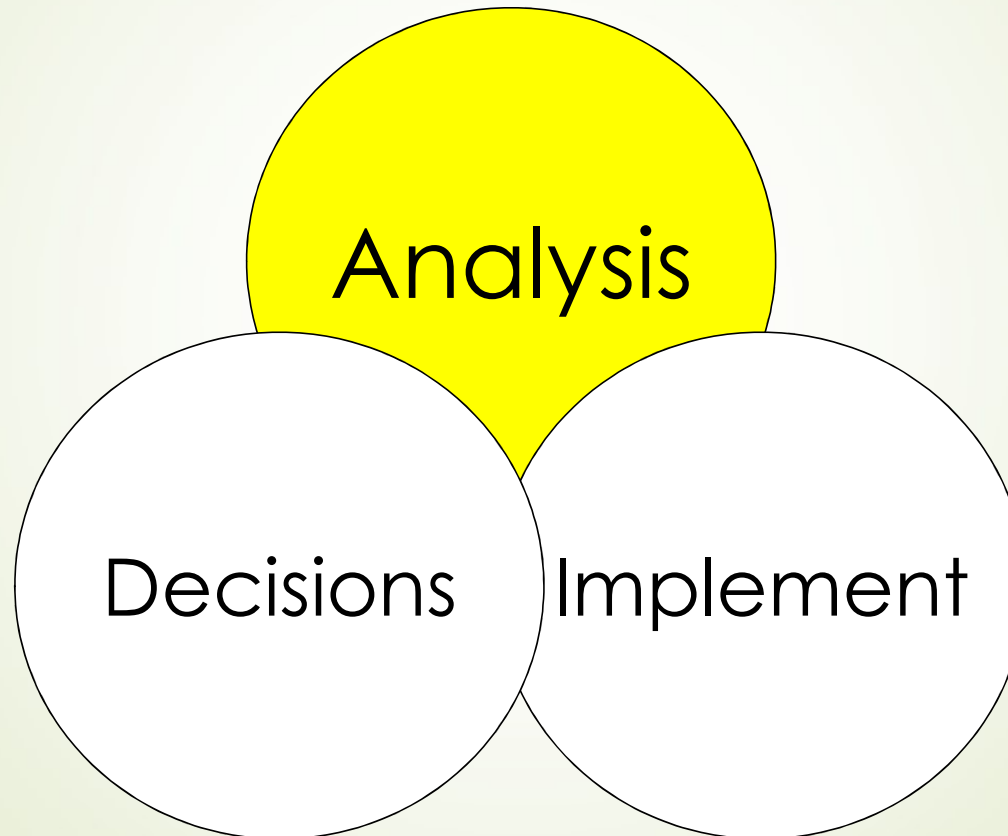
Yes # 2

Strategy gives
motivation
and direction!

Strategy has
to fit!

The resources and capabilities
of the organisation have to fit
the demands on it from the
external environment.

Strategic Management





Yes # 3

Strategy gives
motivation
and direction!

Strategy
focuses on the
centre of
gravity!

Strategy has
to fit!

It hits at the key
issue of the
problem.



Yes # 4

Strategy gives
motivation
and direction!

Strategy has
to fit!

Strategy
focuses on the
centre of
gravity!

Strategy
creates a
favourable
opportunity!



Strategy

Generalship and the art of war, especially the disposition of troops to create a favourable opportunity to defeat the enemy

There is a distinction between 'creating a favourable opportunity' and 'doing' or 'winning'



Strategy

Generalship and the art of war, especially the disposition of troops to create a favourable opportunity to defeat the enemy

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Strategy

Generalship and the art of war, especially
the disposition of ~~troops~~ *resources* to create a
favourable opportunity to ~~defeat the~~
~~enemy~~ *achieve the purpose*

There is a distinction between 'creating a
favourable opportunity' and 'doing' or
'winning'

The 4 Yess

Strategy gives
motivation
and direction!

Strategy has
to fit!

The
challenge
for the
strategic
leader

Strategy
focuses on
centre of
gravity!

Strategy
creates a
favourable
opportunity!



Strategy – One last thing

Good strategies come from thinking and analysing the information

Thinking

Good strategies come from experimenting and trying new things.

Gardening

Playing

Good strategies come from luck. You stumble over them if you keep your eyes open.



Signs of bad strategy

- Fluffy buzzwords
- Failure to face challenges
- Mistaking goals for strategy
- Skipping over important issues of how and why
- Long on goals – short on policy or actions




So summing up

- ▶ Do not get your strategy confused with your strategic plan
- ▶ The aim is not the strategy
- ▶ Strategy gives motivation and direction
- ▶ Strategy has to fit
- ▶ Strategy focuses on the centre of gravity
- ▶ Strategy creates a favourable opportunity
- ▶ Managing strategy is gardening – not engineering



So what?

- This is nothing to do with rank or pay-grade
- This is important wherever you are trying to achieve something
- Strategy is about success.



I hope you found this useful – or interesting
– or enjoyable – or

Any questions
or comments?



So what's a good strategy

- Has logical structure
- Comes from diagnosis
- Guiding policy (which reduces complexity)
- Focuses on few pivot points (critical issues)
- Includes set of coherent actions