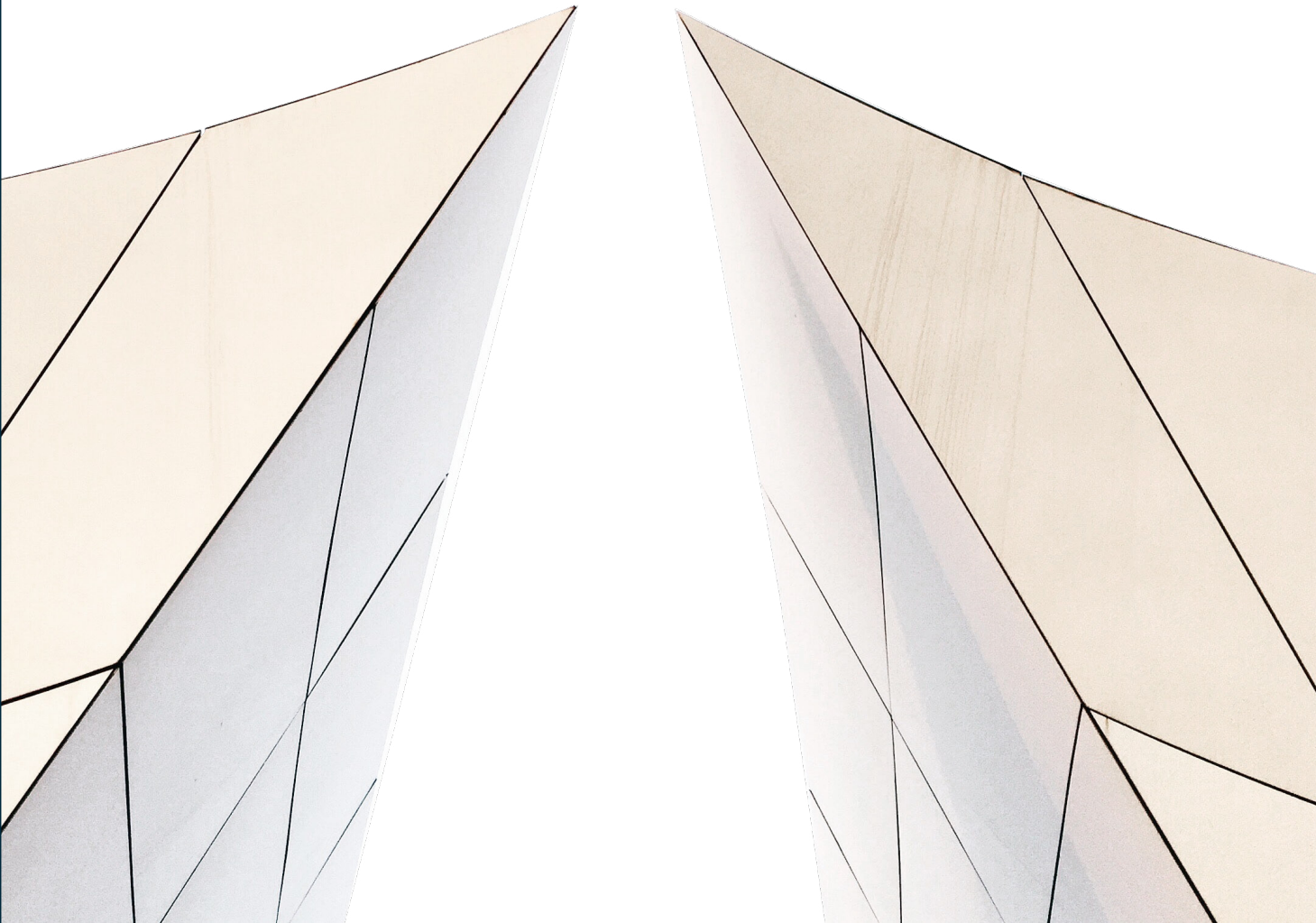




Strategy Manifesto

A written testament to
what strategy should stand
for and how it should be
moving forward.





Our Beliefs

We care too much about strategy to base it on the dogmatic application of traditional, decade-old principles, tools and methods. We believe that:

Strategy is the core of every organization, small or large, for-profit or non-profit.

Strategy is more vital than ever in today's complex, dynamic and uncertain world.

Strategy can and should be radically more effective than so far achieved.

Strategy requires a thorough upgrade of its foundations, tools and methods.



Our Values

Every day, we are uncovering better ways of generating and executing strategy by observing it, doing it and helping others do it. Through this work we have come to value:

People and relationships over processes and tools.

Insight and experience over data and numbers.

Confidence and action over certainty and prediction.

Competencies and values over trends and market opportunities.

What works for us over what sounds good and what others do.



The Purpose

Strategy is a means, not a goal. The purpose of strategy is to discover and leverage an organization's unique way of sustainable value creation. This is done through creating:

Shared Insights:

A common understanding about the things that matter most.

Endorsed Decisions:

Choices that are understood, supported and accepted.

Committed Actions:

Clarity about what needs to be done and a willingness to do it.



Principles

To achieve the purpose of strategy, and thereby make strategy live up its promise as core of every organization, we follow these ten principles:

1. Put the organization's interests first.

The organization is more important than any individual stakeholder, including the board, shareholders, customers, or employees.

2. Open up the black box of strategy.

Make strategy concrete and tangible by focusing on its constitutive elements rather than on high-level abstract notions.

3. Involve people from all over the organization.

Tap the collective intelligence of people with varying ranks, roles, attitudes and experience all over the process.

4. Have the guts to rely on judgments.

Certainty is impossible and future data can be misleading. A careful process with the right people provides a reliable foundation.



5. Own your strategy.

External support can be indispensable but external advice tends to be overrated. Make sure that the resulting strategy is yours, not theirs.

6. Keep it grounded in your organization's strengths.

Strategy doesn't need to be radical, transformative or innovative. Above all, it needs to fit your organization.

7. Take it seriously but don't overdo it.

More information, more analysis, more planning, or more words won't make the difference. Action will.

8. Work in short cycles

The world is too uncertain and dynamic to rely on long-term planning. Develop your long-term strategy but revisit it on a continuous basis.

9. Make it part of everyday business

Strategy only works when it is embedded in the organization's daily, monthly, quarterly and annual rhythm.

10. Keep it fun and engaging.

Because strategy can sometimes be hard and confrontational, it requires humor and empathy to make it work.



I am Jeroen Kraaijenbrink.

My belief is you are the expert in your line of business. What I do is listen and engage in a focused and structured dialogue where all viewpoints converge to help you find the answers.



Strategy planning and execution can be daunting and challenging, but it doesn't have to be.

Hop on a call with me to go through it together. We can see what actionable steps can be taken that can help you grow your business.



Learn more on www.jeroenkraaijenbrink.com



Schedule a meeting with me on [Calendly](#)



Send me inquiries at jk@kraaijenbrink.com



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