



THE ONE-HOUR STRATEGY

RESOURCE PACK
THREE



[ALL TAKEAWAYS]



TAKEAWAY

1. Make strategy the rule, not the exception.
2. Make strategy part of everyone's job.
3. When complexity increases, involve more people.
4. In making strategy, pay attention to the details.
5. Make strategy a continuous process, not an event.
6. Make strategy internally, within your own offices and meeting rooms.

REASON

In a world in flux, strategy is the only thing that can give a company the stability it needs.

Only when it is a part of people's ordinary jobs can strategy truly drive behavior.

Strategy is complex by nature. Including more perspectives means better decisions.

It is details that make a strategy unique and guide execution.

Everything in a successfully functioning company is continuous. Strategy needs to align with that.

Going elsewhere creates an unwanted physical and a symbolic distance, as well as the potential for distraction.



TAKEAWAY

7. Monitor actively; change reluctantly.

8. Everyone works at strategy at their own level and from their own perspective.

9. Internalize the 6M Model and the three questions and keep them front of mind, always.

10. Go for better, not for best.

11. Aim for confidence, decisions, and actions, not for certainty, analysis, and prediction.

REASON

Strategy creates necessary stability, but it must be swiftly adapted once the need for change is evident.

No one knows everything, and everyone knows something. Only together can people successfully create the company's strategy.

Change often comes unexpectedly, even creatively. You want to be always prepared to recognize innovative ideas.

An obsession with perfection paralyzes people and blocks action. A continuous focus on improvement drives action.

Strategy is about creating the future. It is always uncertain and subjective. Data is about the past and may therefore be irrelevant.



TAKEAWAY

12. Treat strategy and execution as yin and yang. You need both, and they are inextricably intertwined.
13. Start your strategy inside, and leverage your company's uniqueness.
14. Only adopt the One-Hour Strategy if at least one executive strongly believes in it.
15. Allocate resources and make someone responsible for the One-Hour Strategy.

REASON

Strategy and execution are two sides of one and the same process. Neither happens effectively without the other.

Your assets and skills are your only reliable anchor for strategy; the rest is in flux.

Strategy and execution require serious and constant dedicated resources and attention.

An obsession with perfection paralyzes people and blocks action. A continuous focus on improvement drives action.



TAKEAWAY

16. As a rule of thumb, focus on no more than three Issues, Insights, and Ideas per M.

17. Don't describe a complete strategy. Focus on what requires attention next.

18. Always end with actions because without actions, nothing ever changes.

REASON

When resources and attention are spread too thinly, nothing happens.

What matters is not the end point. It is the change that is put in motion. Effective strategy, in the long term, is essentially a moving target.

The end goal of any given strategy is not the strategy itself; it is the actual implementation of action.



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.



Learn more on www.jeroenkraaijenbrink.com



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