



# THE ONE-HOUR STRATEGY

RESOURCE PACK  
ONE



ALL WHAT IS'S  
ALL WHAT IF'S



# CHAPTER 1

## THE SHOCK

### WHAT IS'S

1. How does your company currently approach strategy making?
2. How do you (as an individual, or as a manager or employer) presently address strategy making?
3. How successful are your present strategy-making mechanisms? How well is your strategy executed?
4. Are you (or your company) using conventional business methods like SWOT and yearly offsites to design future strategy?
5. How effective have these methodologies been for you? Which shortcomings would you like to overcome?
6. What other, less traditional methodologies have you (or your company) tried to implement?
7. How successful were they, and are you still using them?

### WHAT IF'S

1. How could your strategy approach be improved? What could make it more effective?
2. What could you do personally to improve how your company makes strategy?
3. What if there were no gap between strategy and execution? How would your company flourish?
4. What would it take to have everyone in the company on board, and committed to the strategy?
5. What would a strategy approach look like in order to effectively deal with the dynamics, complexity, and uncertainty of today's world?
6. What would it require to align your entire company so that everyone's attention goes in the same direction?
7. What benefits would there be if your company were really good at strategy? How would this affect performance and growth?



## CHAPTER 2

# THE ONE-HOUR RULE

### WHAT IS'S

1. Who is presently making strategy in your company? How well does that work?
2. Who is not involved and what is the effect of that on your strategy and on execution?
3. How many people in your company truly understand the company's strategy?
4. And how many are able and motivated to implement it as intended?
5. To what extent is your company's strategy concrete and actionable?
6. How much effective time do people—executives, managers, and employees—spend on strategy throughout the year?
7. How is your strategy kept alive and up to date so that it keeps on driving the day-to-day work?

### WHAT IF'S

1. Are there strategic choices in your company that are so simple that they can be left to the leadership team only? Are there strategic choices that are not that simple?
2. What do you believe would be the benefits for your company if all employees would be effectively involved in the strategy-making process?
3. What would be the benefits for employees? How would it affect their engagement and work motivation?
4. And what about you? How would this benefit you personally?
5. How would it help your company if people talked about strategy on a regular (daily, weekly, monthly) basis instead of once every couple of years?
6. As a percentage, how much more effective would you estimate the strategy process would be? Why?
7. How would the execution of your company's strategy improve if your strategy were concrete and detailed, yet viewed persistently as an ongoing "work in progress"?



## CHAPTER 3

# THE ONE-HOUR STRATEGY EXECUTIVE

### WHAT IS'S

1. How often does your company actively work on its strategy—once a year, every three years, every five years? Ever?
2. Where does strategy making typically take place—offsite at a hotel, a resort, or elsewhere? What are the upsides and downsides of that?
3. If your company redefines or redesigns its strategy on a yearly basis or less often, how “alive” and actualized is the most recent strategy at present? Is it still sufficiently driving day-to-day business?
4. To what extent is the implementation of this strategy progressing according to plan? Do you actually know how far your strategic progress has advanced to date?
5. Is the strategy regularly checked, revisited, or updated? If not, what is the effect of that?
6. To what extent are employees truly on board and motivated to execute the strategy?
7. How much time do your company's executives spend on strategy per day or week? Is that enough?

### WHAT IF'S

1. What upsides can you see if strategy were to be effectively embedded in the company's day-to-day operations?
2. What would be the effect on your strategy if people throughout your company shared relevant developments with others on a regular basis?
3. What would be the effect on execution if people throughout your company were continuously focused on the company's strategy?
4. How well would your strategy perform if relevance, progress, and mood were effectively managed throughout the year?
5. What do you believe would be the benefits of making strategy within the offices and meeting rooms of the company?
6. What would happen to your strategy and execution if executives in your company paid attention to it every day?
7. What would your company look like if strategy and execution were part of everyday work? How would that be different from the way the company operates today?



## CHAPTER 4

# THE ONE-HOUR STRATEGY MANAGER

### WHAT IS'S

1. What, precisely, does the word “strategy” mean within your company? How well do people understand and agree on what strategy is, and what the purpose of strategy truly is?
2. What specific strategy models or tools, if any, are used within your company to help make strategy concrete and tangible?
3. How much time do (mid-level) managers in your company spend on strategy per week? Is that enough?
4. If and when they spend time on strategy, how do they do so? Are they doing the right thing, and is it effective? What can be improved?
5. Is your company’s strategy complete? Does it address everything that it should address?
6. Is your company’s strategy concrete? Is the meaning behind your company’s strategy clear and tangible, including what needs to be done to achieve it?
7. Does the company’s strategy effectively cascade to lower levels? Is there a similar mechanism for allowing innovative strategy making to percolate from lower operational levels up to management and even to executives?

### WHAT IF'S

1. What would be the effect of having one simple strategy framework that is used across the entire company?
2. How would this help to create alignment across business units, divisions, departments, and levels? How would it facilitate both top-down and bottom-up communication?
3. What do you believe would happen if all managers were actively engaged in strategy making and execution every week?
4. How would your company’s performance be affected if everyone could contribute to strategy from their own unique role or perspective?
5. How would your company perform if all six Ms—Magic, Market, Means, Money, Meaning, and Momentum—were specified and in sync?
6. How would you personally use the 6M Model to monitor and manage your strategy in your specific role in the company?
7. Which immediate points for improvement can you identify when you look at the six Ms from your role in the company? What might you be able to do most effectively, immediately or in the short term?



## CHAPTER 5

# THE ONE-HOUR STRATEGY EMPLOYEE

### WHAT IS'S

1. How would you characterize your employees' general attitude toward strategy in your company? Do they see it as something they are responsible for?
2. To what extent are employees in your company truly involved in strategy making?
3. Why not more? What keeps you or your company from involving them more actively in the creation of new strategy?
4. If any, how actively are you capturing the issues, insights, and ideas that employees have regarding the company's strategy?
5. How much time per month or year do employees in your company spend on strategizing? When and how divided over the year is that?
6. Which mechanisms are you using to involve employees in strategy making? How well do these work?
7. What have you done personally to get involved in the company's strategy making and/or to involve others?

### WHAT IF'S

1. What would happen if your employees would share the issues, insights, and ideas they have regarding your company's strategy on a regular basis?
2. How could you effectively harness and integrate these issues, insights, and ideas into the company's strategy process?
3. How would that benefit your company's performance?
4. How would it benefit your employees and their engagement?
5. What do you believe would be the effect of having monthly Strategy Dialogue sessions in all departments?
6. How would you practically organize such sessions? Consider such issues as: Where would you hold such sessions? Would they be standing or sitting, physical or digital, highly structured, or more open?
7. How would you make sure that every employee who is your responsibility has the 3Is and 6Ms front of mind?



## CHAPTER 6

# ONE-HOUR FUNDAMENTALS

### WHAT IS'S

1. How much time does your company spend on strategy analysis and making plans compared to actual execution and implementation?
2. What is the effect of that? Do you recognize the “death by planning” problem?
3. What is the cause? Why do you think strategy formulation gets more attention (especially from the board) than strategy execution?
4. How much emphasis is there on external trends, predictions, opportunities, and threats in your company's strategy plans?
5. How much guidance do these really provide for establishing your company's strategy?
6. How well do you and others truly know your company's unique assets, competences, or DNA?
7. To what extent is that uniqueness the foundational core of your company's strategy?

### WHAT IF'S

1. What would be the effect if strategy execution were taken just as seriously in your company as strategy generation?
2. How would it benefit your company if strategy generation and execution were combined into one coherent and continuous process?
3. What would it take to create such combined process? How can you use the tools provided in the previous chapters?
4. How would it benefit your company's strategy if everyone emphasized your company's unique assets, competences, and DNA as its foundation?
5. Thinking about it, how would your company perform if it would successfully leverage its unique assets to serve customers and stand out from key competitors?
6. Can you see how putting development and change (“better”) center stage is more productive than focusing on end results (“best”)?
7. How would your company benefit if strategy making focused more on confidence in concrete decisions and actions and less on conceptual analysis and prediction?



## CHAPTER 7

# ONE-HOUR PITFALLS

### WHAT IS'S

1. In your company or organization, do people get enough time to spend on strategy and execution? Or is it just something they need to do on the side?
2. Are sufficient budgets allocated? Have money and other resources been made available for executing the strategy? If not, what is the effect of that?
3. Who, if anyone, is responsible for strategy execution in your company? And for keeping abreast of developments that may affect the strategy?
4. Does the top leadership team of your company spend enough time and effort on making sure the strategy gets executed? If not, what is the impact of that?
5. Is there enough out-of-the-box thinking and radical, free-form ideas generated by people in your company? Or are most people stuck in how things are normally done?
6. If not, what is the consequence of that? How does it limit your company's ability to change and keep up with developments in your industry and in the world?
7. Is there someone at the board level who has the willingness, power, ability, and persistence to change the way strategy is done in your company?

### WHAT IF'S

1. How would strategy execution in your company improve if people actually got the time and resources to do what is needed?
2. Suppose one of your company's executives stands up and says, "We're going to adopt this One-Hour Strategy method." Who would that person be?
3. What can you personally do to make this happen? How can you help, and what would you need to get the process started?
4. What would happen if one or more people in your company took on the responsibility of managing the entire strategy process? Who could that be?
5. What effect could a yearly Disruption Day have on your company? How many novel and usable ideas do you think it would generate?
6. How would you organize a Disruption Day? When should it take place? What might you be able to do today to put this in motion?
7. How could the core idea of the One-Hour Strategy— putting strategy into the hands of many people company-wide—be extended to other processes in the company?





## CHAPTER 8

# FROM ONE-HOUR THEORY TO PRACTICE

## WHAT IS'S

1. Why do you think the idea that strategy should be high-level and abstract (because making it concrete would put it into the realm of the operational) might be flawed?
2. If your company has a previously developed strategic plan, how viable and alive is it in practice? Is it up-to-date and driving day-to-day work?
3. How well does it describe the difference between the status quo and where the company wants to be? What happens if this difference is not clear to people?
4. How often are resources and attention allocated too thinly across too many initiatives in your company? How has such lack of focus affected performance?
5. How is your own work affected by this? How is a lack of clarity and focus in the company's strategic direction affecting your work?
6. Does the organizational unit you are working for have its own strategy, derived from the company's overall strategy? If not, how does it hinder you?
7. How actionable is your company's strategy? Are ambitions and goals translated into clear actions? If not, what is the effect of that?

## WHAT IF'S

1. How would it help your company if it always focused on the things that should have most priority?
2. Spend one hour filling out the 6M Model for the organizational unit you are working for. What does it look like?
3. Which issues, insights, and ideas can you identify? What kinds of actions would be needed to address them?
4. Suppose the One-Hour Strategy was adopted in your company. What would it look like? What would be different from today?
5. What would be the effect? How would your company benefit? How would your employees benefit? How would you benefit?
6. What would be the first thing you could do today to start embracing the One-Hour Strategy as the strategy approach for your company?
7. What would you need to make it happen? Who should be involved, what support would you need, and who besides yourself can you enlist to provide this?



# 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.



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