



Regular readers of our bulletin will know that we are passionate about helping leaders change their organisation's default future.

Over the years we have learned that changing an organisation's trajectory – away from its default future to one that is not only better but achievable – can be a challenge.

But it can be done if the necessary conditions are put in place, including having clarity on the target strategic signature and addressing the 'navigational' forces (many of which are hidden) that keep the organisation on its current trajectory.

In this month's bulletin we feature some of our articles that cover this fascinating topic. We hope you will find them interesting and of practical value.

Best regards
[David Trafford](#)

About Formicio

We work with people who want to improve their organisation's future.

We provide thought leadership and thought partnership on all aspects of formulating and operationalising strategy.

Our approach is to help our clients find solutions that work best for them, while keeping them true to their intent.

Making Your Strategic Signature Explicit

The act of strategy development is essentially about deciding where an organisation aims to operate along a small set of strategic axes, where each strategic axis represents a source of value. Making these positions explicit as a strategic signature is an effective way of helping an organisation understand what it needs to do to change its trajectory to its target future.

Read the full article [here](#).

How Operating Principles Can Make Strategy Meaningful

The purpose of any strategy is to change an organisation's trajectory, away from its current default future to one that is judged to be better. Unfortunately most strategies are too complicated, too detailed or too vague to be meaningful to the people who are expected to implement them. They lack a meaningful set of clearly articulated principles that define how the organisation needs to operate in the future.

Read the full article [here](#).

Operationalising Strategy – Turning Strategic Intent into Operational Reality

There is often more to operationalising strategy than making structural changes, redesigning processes and training staff. For strategies to be truly successful, leaders need to create the conditions that enable the organisation to pull itself into an improved future – a future that not only reflects the strategic intent, but also becomes operational reality.

Read the full article [here](#).

How Information Technology Drives an Organisation to its Default Future

Technology, particularly information technology, is a major force driving an organisation to its default future. This force not only includes the legacy of past technology choices and the impact of emerging technologies, but the mindset and competencies of the IT organisation. The full impact of this driving force needs to be fully understood by business and technology executives if they are to make informed choices on how best to navigate their organisation to an improved future.

Read the full article [here](#).

Specifically we can help clients:

Confront their organisation's default future.

Explore alternative futures that are not only better, but achievable.

Establish the conditions necessary to successfully operationalise strategy.

Develop the organisational capabilities needed to sustain the target future.

More details can be found on our [website](#).

Parting thought

"All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership."

John Kenneth Galbraith,
Economist and diplomat
1908 – 2006

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How Business Platforms Pull the Present into the Future

Over the past decade technology-enabled business platforms – the likes of which include Amazon, iTunes and Facebook – have had a significant impact on our personal and professional lives. The thing they all have in common is that they 'pulled' us into a different future to the one we might have envisaged. This approach is equally applicable in organisational strategy and change where technology-enabled business platforms can be used to 'pull' an organisation into its desired future.

Read the full article [here](#).

Using Organisational Capabilities to Pull the Present into the Future

One of the most powerful forces determining an organisation's default future is its existing organisational capabilities – the very capabilities that have contributed to past and current success. But are these capabilities the ones needed for future success? If the target improved future is different to the default future, then it is highly likely that different organisational capabilities will be needed. It is not to say that all existing capabilities will need to change, only those preventing the organisation altering its trajectory away from its default future. The aim is to have the organisational capabilities in place that will 'pull' the organisation to its targeted improved future.

Read the full article [here](#).

Developing Portfolio Management as an Organisational Capability

All organisations practise portfolio management to some degree, though few have developed it as an organisational capability where building and maintaining a dynamic, balanced portfolio of initiatives and assets is part of their DNA. Having such a capability in place creates transparency and enables leaders across the enterprise to make informed decisions on investments that have the most positive impact on strategy.

Read the full article [here](#).

Strategy – The World of Choices and their Implications

The core of strategy development is making a small number of choices about things that will drive the organisation to an improved future. Some of these choices will be truly strategic in that once decided upon they are difficult, if not impossible, to reverse or un-do. And often the greatest risks to implementing strategy rest in the lack of organisational capabilities and embedded mindsets of those who are benefiting from the present.

Read the full article [here](#).

Beyond Default – Moving Your Organisation to an Improved Future

Strategy implementation, transformational change and merger integration continues to be a challenge for many organisations, with a high proportion of these initiatives failing to deliver their intended outcomes. One reason that such initiatives fail is that the organisation's default future is not taken into account and that the forces controlling its destiny are ignored. Only by addressing these forces will organisations be able to move beyond their default future to an improved future.

Read the full article [here](#).

More Insights are available at www.formicio.com