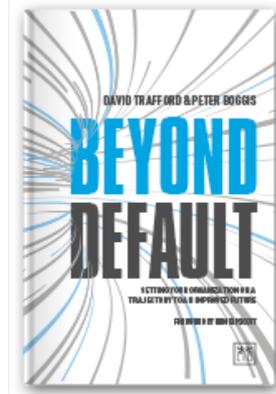




Welcome to our latest bulletin, which we are devoting to *Beyond Default*, a book co-written with my colleague [Peter Boggis](#).



The book is the result of several years' work and is based upon what we have observed, experienced and learned over the years as consultants and advisors to many organisations across different industry sectors.

We're delighted with the response it's getting and hope that you will find it interesting. Our aim is to inspire and provide a source of ideas for leaders intent on taking their organisation beyond its default.

Special thanks to Professor Elena Antonacopoulou, Jim Champy, Dr Peter Cochrane, Sir George Cox, Professor Michael Earl, Professor Freek Vermeulen and Professor Michael Wade for taking the time to write such considered advanced praises.

And, of course, many thanks to Don Tapscott for writing the Foreword.

The book was published in Europe on 7 September and a report on the launch is available [here](#). It will be

## ***Beyond Default – Setting your Organisation on a Trajectory to an Improved Future*** by [David Trafford](#) and [Peter Boggis](#)

All organisations are on a trajectory to a future: their default future. This is where they will end up if they take no action other than that currently planned. Leaders are accountable for confronting this default future and taking the actions needed to set a trajectory to an improved future. Sounds easy, but the challenge lies in understanding the forces – both internal and external – that determine the current trajectory. Only then can strategic opportunities be explored, a trajectory of strategic intent defined and the conditions for turning strategic intent into operational reality put in place.

This book won't tell you what your strategy should be, nor does it present a multi-step approach to developing strategy. What it will do is help you understand why developing and executing strategy remains such a challenge. It will also help readers understand the role they need to play at a personal level if they are passionate about leading their organisation beyond its default future.

[Watch](#) the eight short videos where David and Peter discuss the ideas in the book.

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## ***Foreword to Beyond Default*** by [Don Tapscott](#)

Over the last few decades strategy has been in and out of fashion – for many businesses that followed the trends, mainly out. During the early 1990s, strategy was replaced by 'reengineering' – a term invented by the late Michael Hammer that turned out to mean rationalisation of business processes and cost cutting. During the mid- and late-1990s, strategy was replaced by a get-rich-quick mentality that 'the internet changes everything' (which is true) into the hope that 'all things done on the internet will prove lucrative' (which was rubbish). There were egregious excesses and spectacular market capitalisations based on absurd or non-existent business models.

Once the dotcoms crashed in 2000, strategy was replaced by 'execution', inspired by Larry Bossidy and Ram Charan's 2002 book of the same title. To be fair, good execution is important, but as an overarching approach to competitiveness this was a bogus view. It led followers to think that all they had to do was execute well to survive, and no doubt many executed bad strategies well, on their way to oblivion.

Then the crash of 2008 relegated strategy to the background once again as companies everywhere cut costs to survive the worst recession since the Great Depression.

A number of factors are conspiring today to end these dog days of strategy and move it front and centre again. But the new rules for

available in the USA from 10 October.

More information is available on the book's [website](#).

As always, we welcome your feedback.

Best regards  
[David Trafford](#)

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## About Formicio

We work with people who want to take their organisations beyond their default future.

We provide thought leadership and partnership on all aspects of assessing, developing and operationalising strategy.

Our approach is to help you find a strategy that works for your organisation, while keeping you true to your strategic intent.

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

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## Parting thought

“The best way to predict the future is to create it.”  
Alan Kay,  
American Computer Scientist  
1940 –

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competing require fresh thinking. Business fundamentals indeed; fundamentalism, no. Which is why *Beyond Default* is important.

Read [more](#).

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## Introduction to *Beyond Default*

Have you ever wondered where your organisation is headed? Have you ever asked yourself why some companies are more successful than others? Have you ever reflected on why once-great companies like Pan American World Airways (Pan Am), Lehman Brothers, Woolworths Group, Blockbuster, General Foods and Marconi no longer exist? Why companies like Xerox, Blackberry, Kodak, Royal Bank of Scotland and Yahoo are a shadow of their former selves, and others like Rolls-Royce, Hewlett-Packard, Anglo American, Standard Chartered Bank and Tesco are struggling to regain their once dominant position? And yet others, for example IBM, Apple, GE, Amazon, Walt Disney, BBVA, Jaguar Land Rover and Lenovo, continue to go from strength to strength.

We've asked these questions many times over the past three decades. Initially, when we were younger and, yes, less experienced, we thought it was simply due to the calibre of the organisation's leadership and the strategies they pursued. Then, for a period of time, we thought it was because successful organisations applied the latest management thinking, whether it was TQM (Total Quality Management), Business Reengineering, LEAN, Employee Engagement or Core Competencies. But, experience has shown that it's not as simple as that. While such initiatives can undoubtedly bring some benefit, they rarely deliver the 'silver bullet' that their advocates promised. Equally, while the calibre of leadership is important, along with the strategies they pursue, they in themselves were not the answer to our questions. Eventually we came to the conclusion that there must be something more fundamental at play – something that ultimately determines the destiny of an organisation. But what is it? And, can it be controlled in a way that increases the chances of success?

Read [more](#).

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