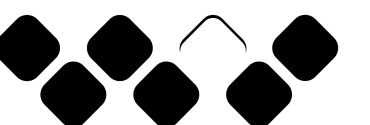


3 Frameworks

Building blocks of strategic innovation

Full alignment.

Essential, elusive, also entirely possible!



The Strategic Cascade™



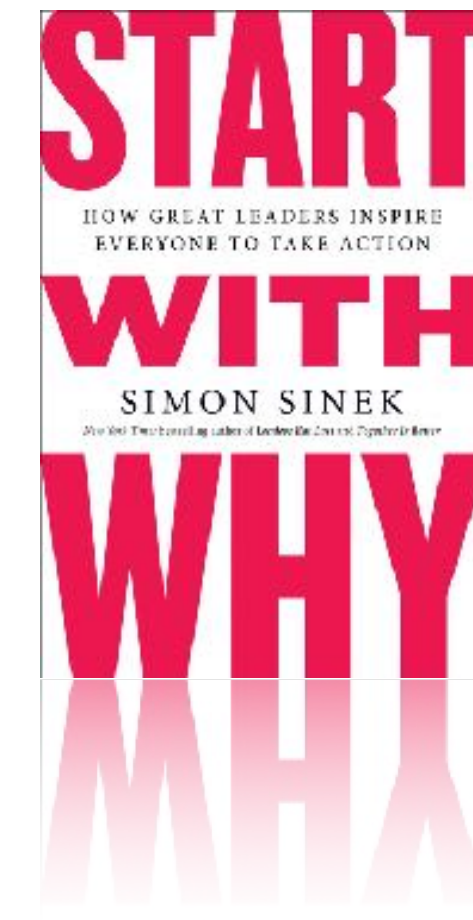
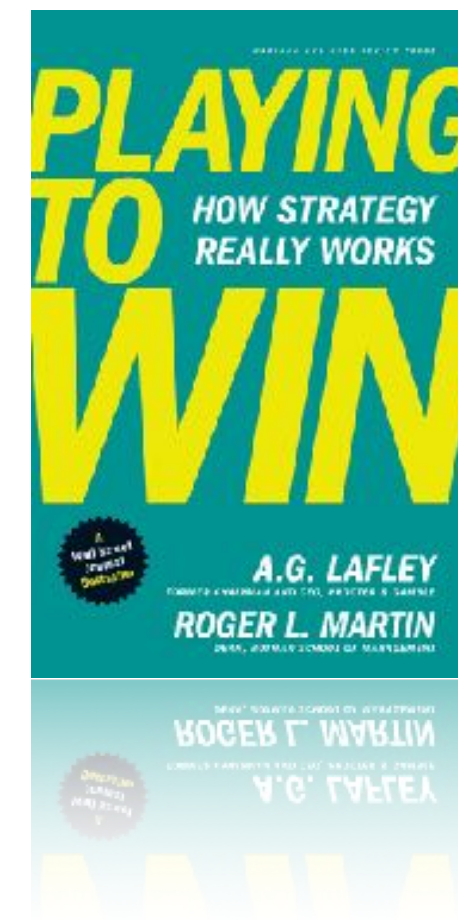
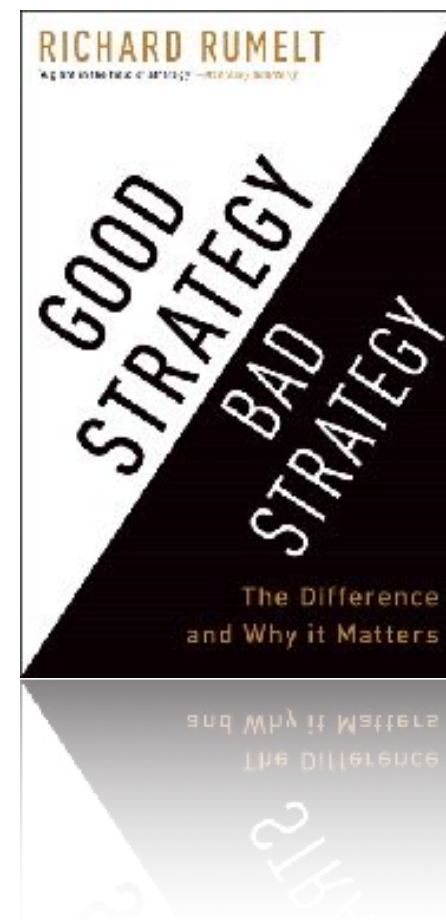
The Strategic Cascade™

**A simple, scalable synthesis of proven
strategic frameworks.**



Three of the Best

Each is unique, yet all are describing the same thing

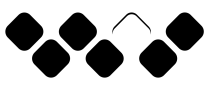
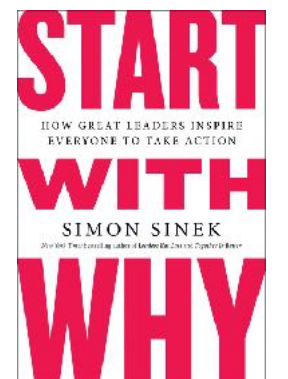
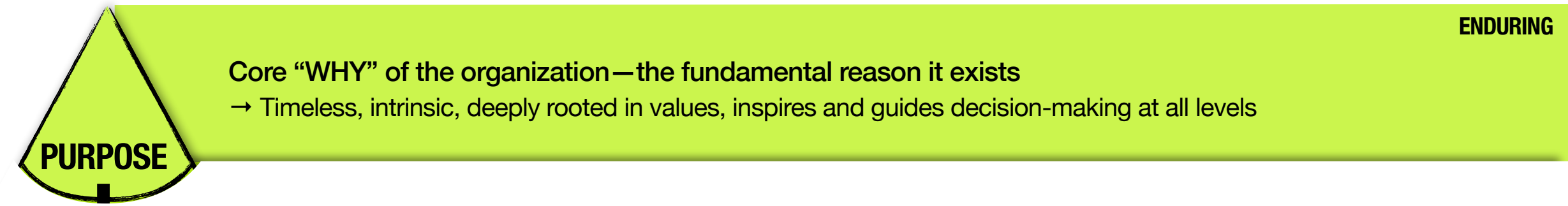


The Strategic Cascade™

Designing effective strategies that align daily activities with an organization's ultimate purpose

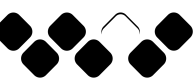
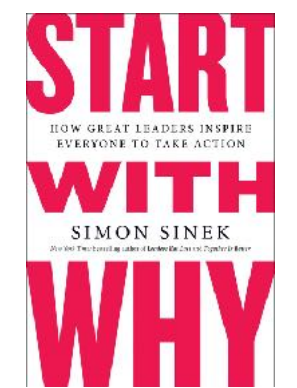
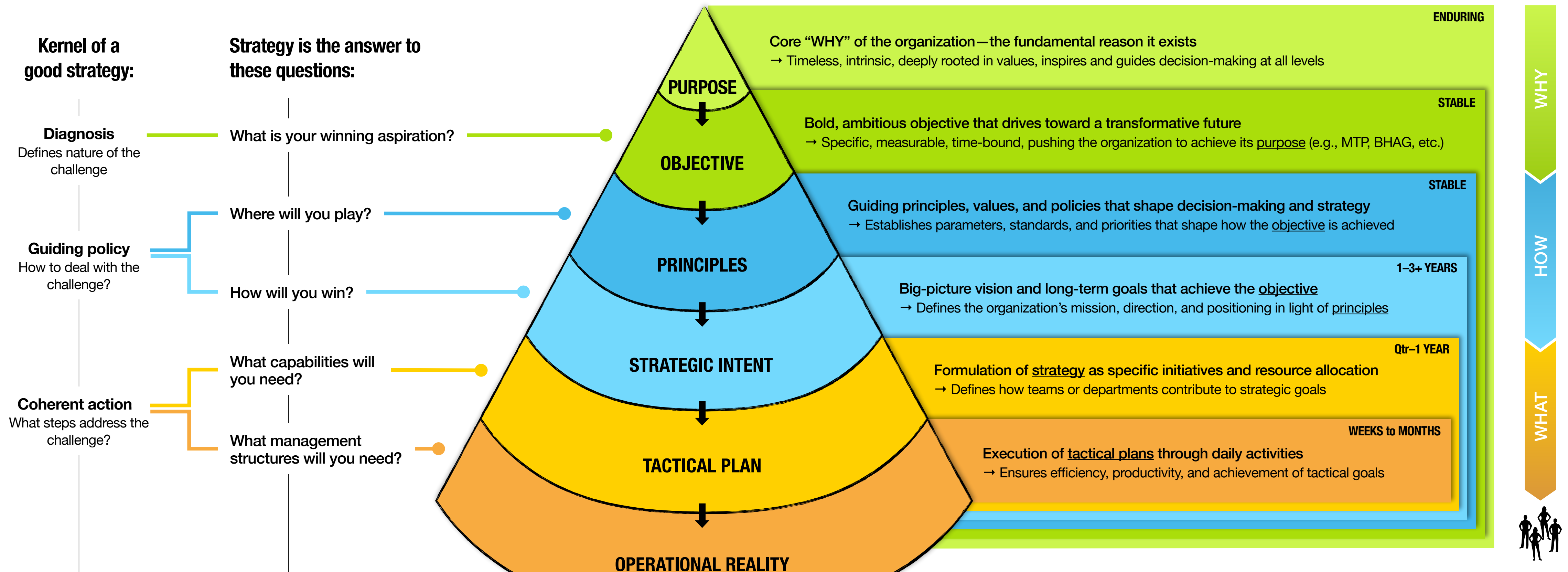
Kernel of a good strategy:

Strategy is the answer to these questions:



The Strategic Cascade™

Designing effective strategies that align daily activities with an organization's ultimate purpose



The Strategic Cascade™

Core “WHY” of the organization—the fundamental reason it exists – Timeless, intrinsic, deeply rooted in values, inspires and guides decision-making at all levels

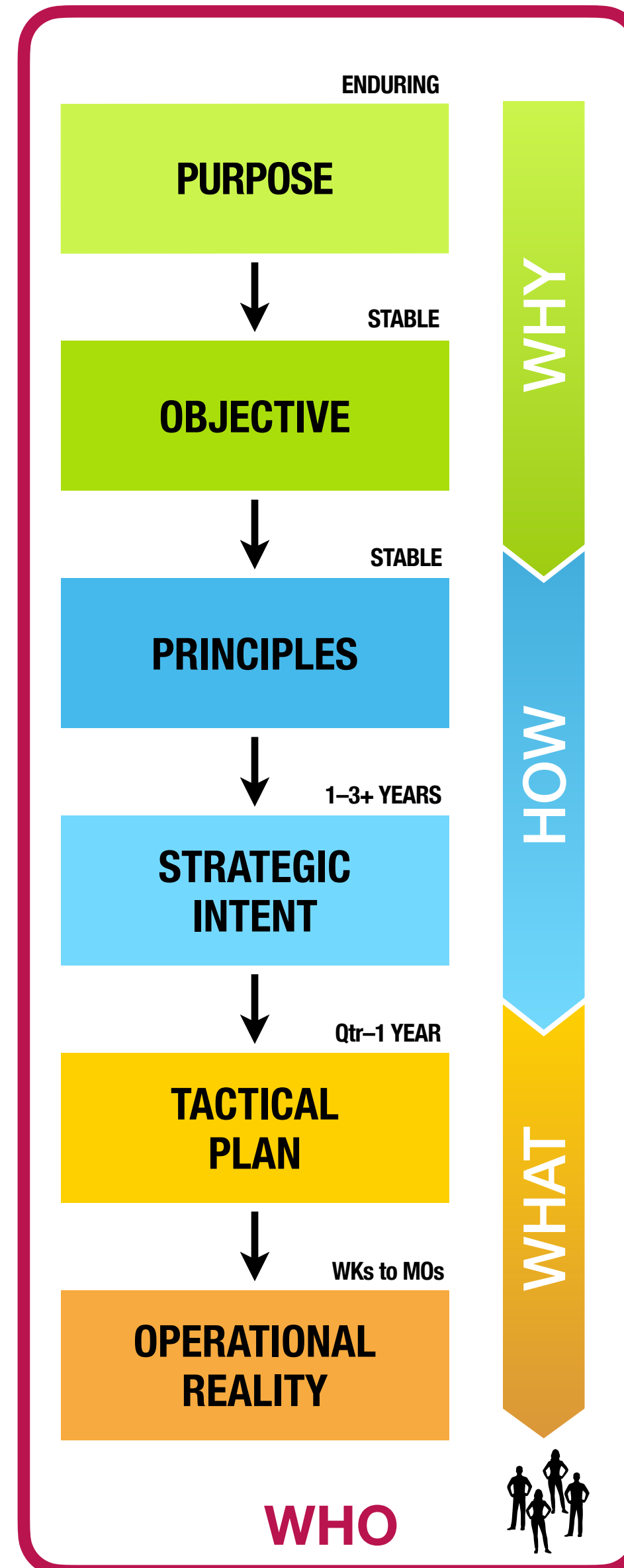
Bold, ambitious objective that drives toward a transformative future – Specific, measurable, time-bound, pushing the organization to achieve its purpose (e.g., MTP, BHAG, etc.)

Guiding principles, values, and policies that shape decision-making and strategy (stable) – Establishes parameters, standards, and priorities that shape how the objective is achieved

Big-picture vision and long-term goals that achieve the objective – Defines the organization’s mission, direction, and positioning in light of principles

Formulation of strategy as specific initiatives and resource allocation – Defines how teams or departments contribute to strategic goals

Execution of tactical plans through daily activities – Ensures efficiency, productivity, and achievement of tactical goals



Perception of an organization’s cascade shapes team identity (“who we are”)



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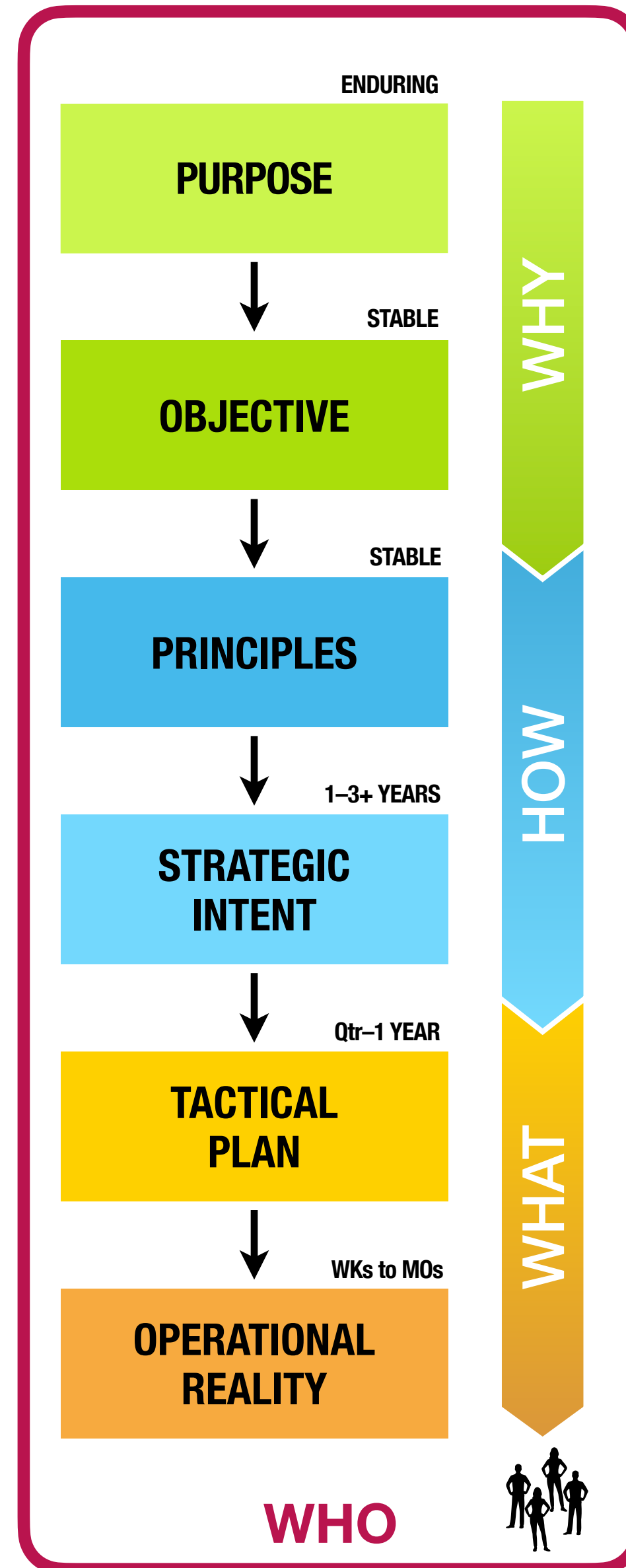
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When identity is too strongly shaped by high level purpose → unclear identity + decrease in effectiveness.

Team identity wants to be strongly shaped by the unique principles and strategic intent of the team

When identity is too strongly shaped by “what we do” the organization will tend to decrease in strategic agility.



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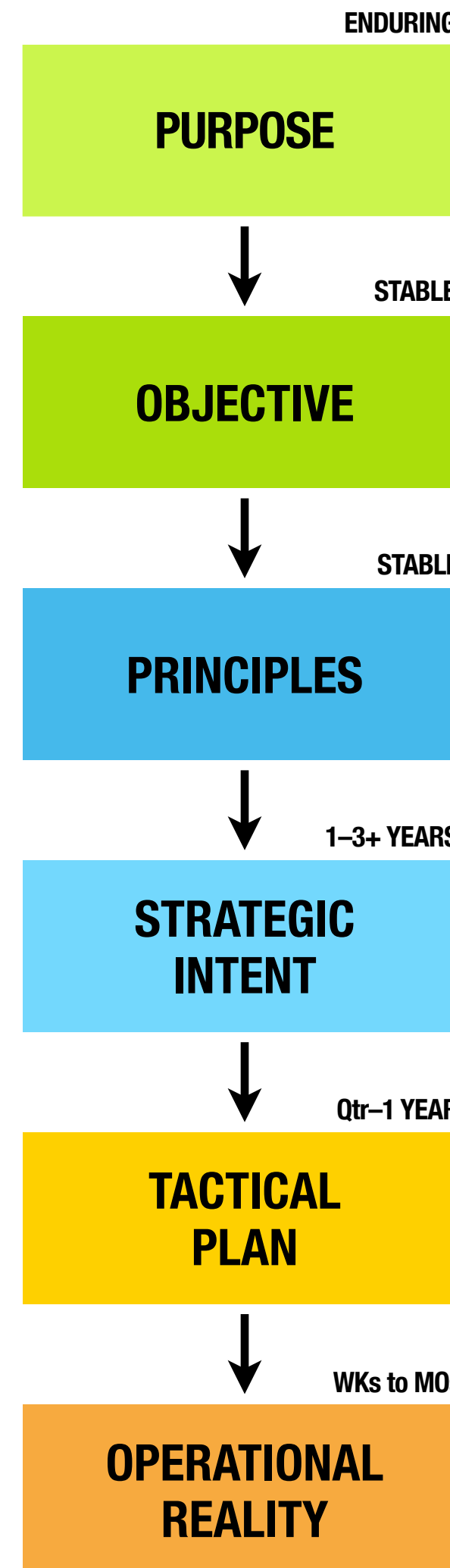
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more stable



A team’s purpose and objective are more enduring and persistent...

Stability (persistence over time) is generally correlated with altitude in the cascade

more dynamic

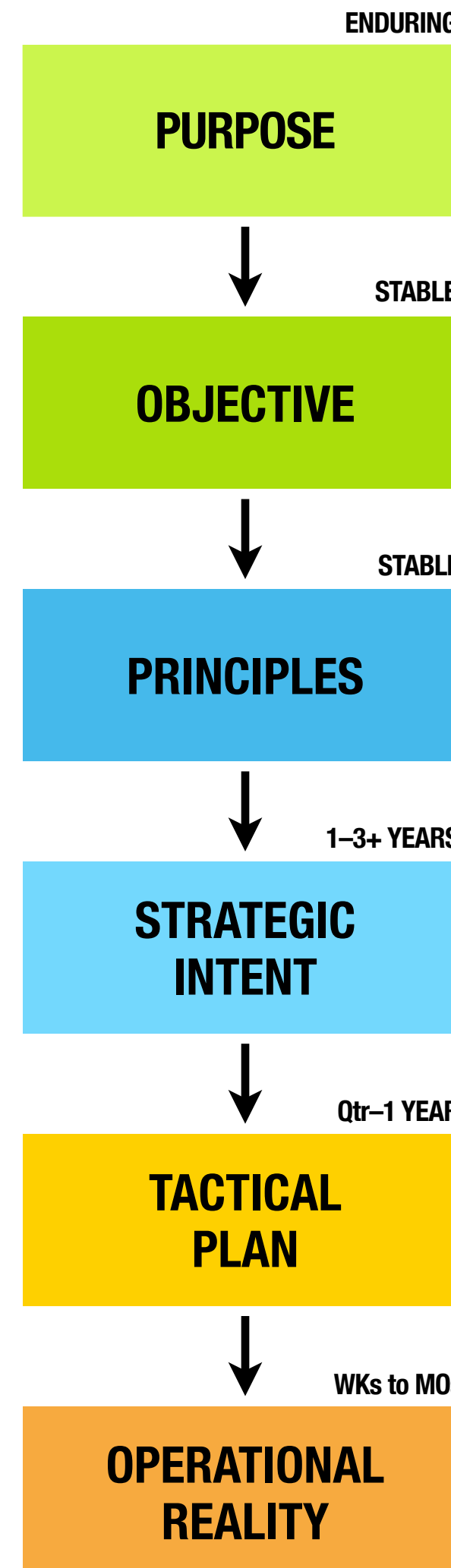


*...than Tactical Plans and Operational Reality, which are **intended to change as needed to meet changing realities.***



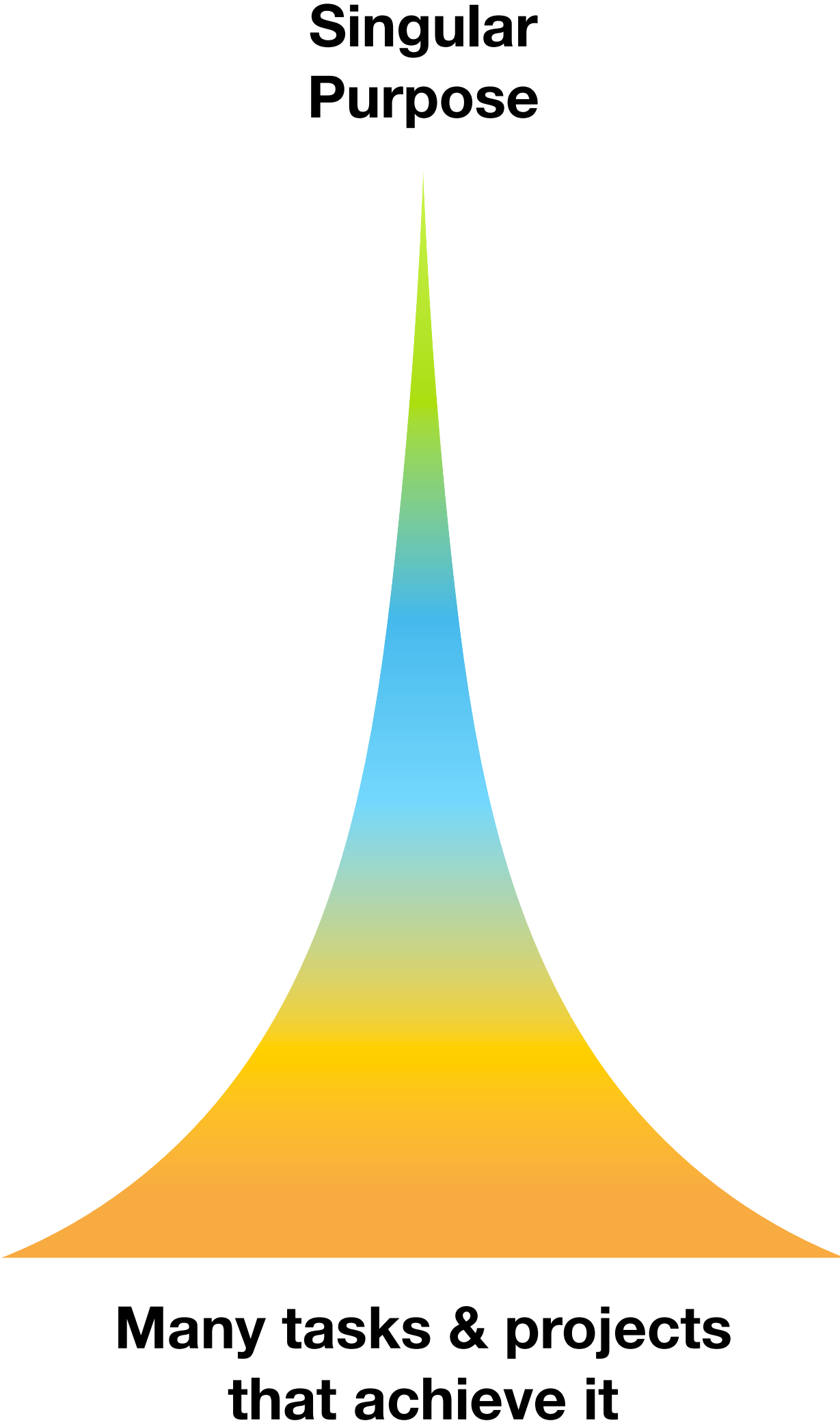
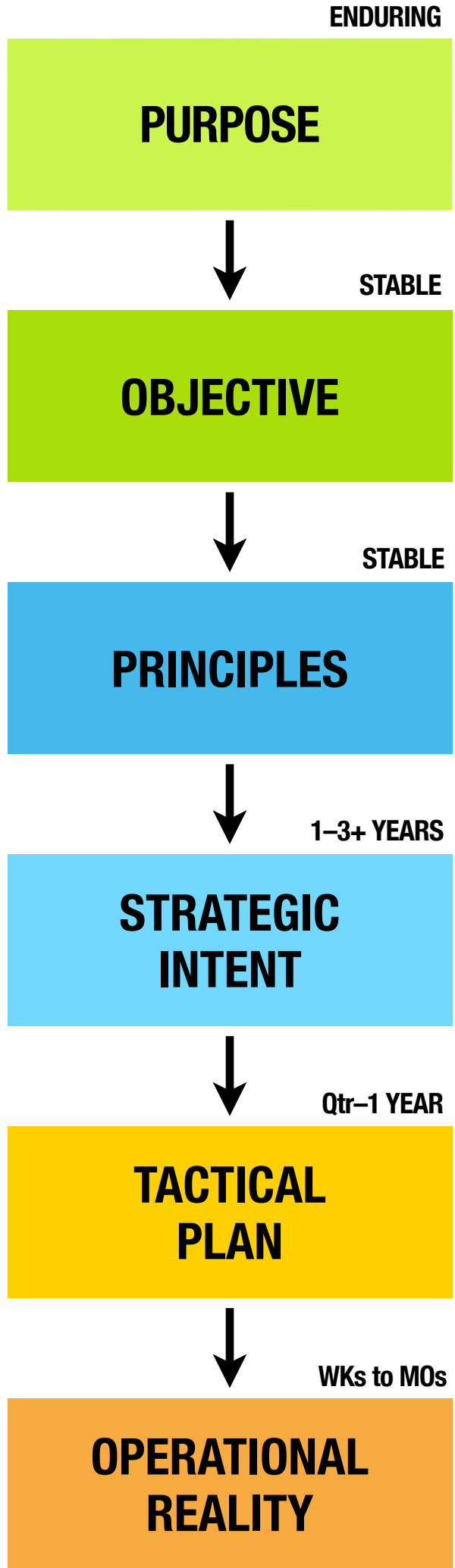
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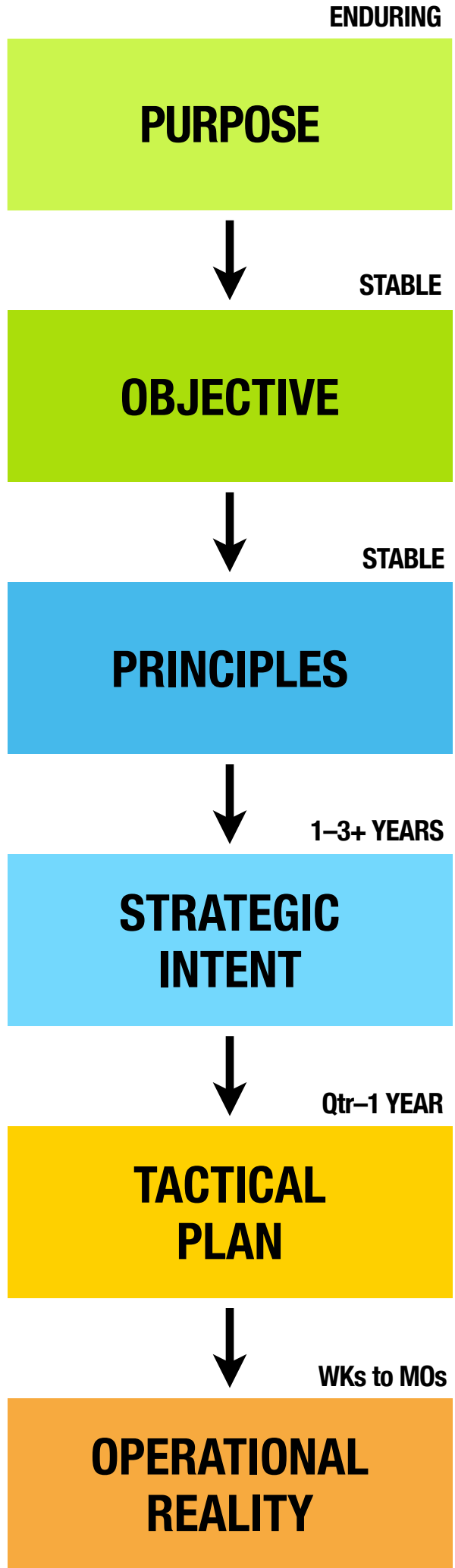
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Scenario A: An event that undermines the MTP destabilizes everything below it

Shocks to the organization tend to destabilize the level of impact *and everything below it in the cascade.*

Scenario B: A failed Tactical Plan also nullifies the Operational Reality that was attempting to achieve it.



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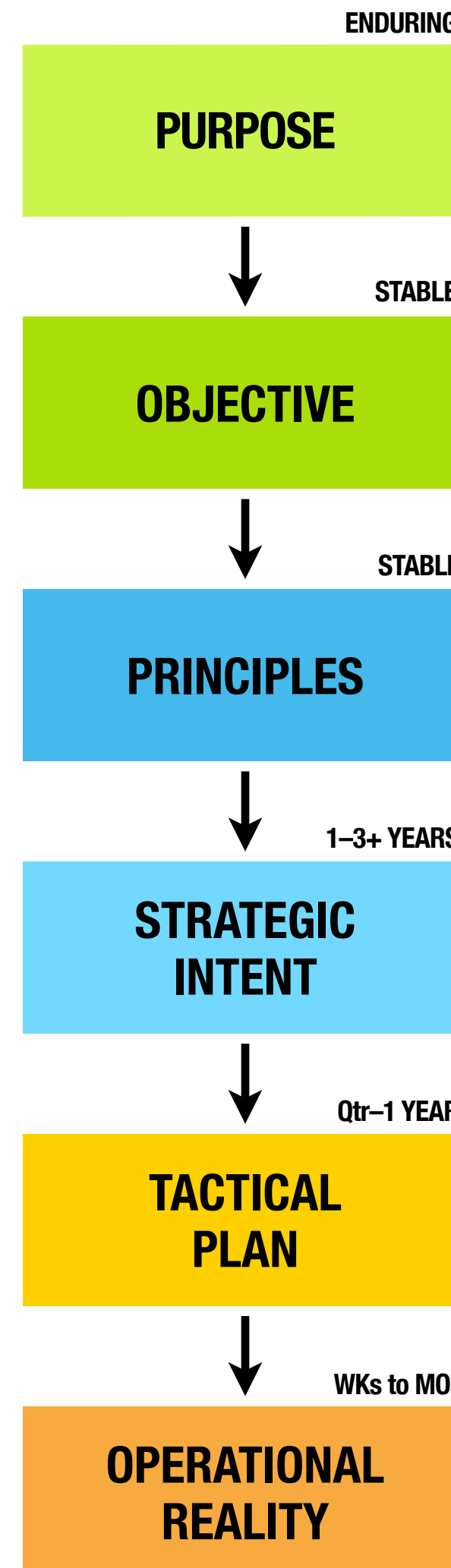
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Organizations tend to lose strategic agility to the extent that *stability settles too far downward in the cascade.*



Example 1: A Strategic Intent grows in timeframe and complexity (result: organizational rigidity).

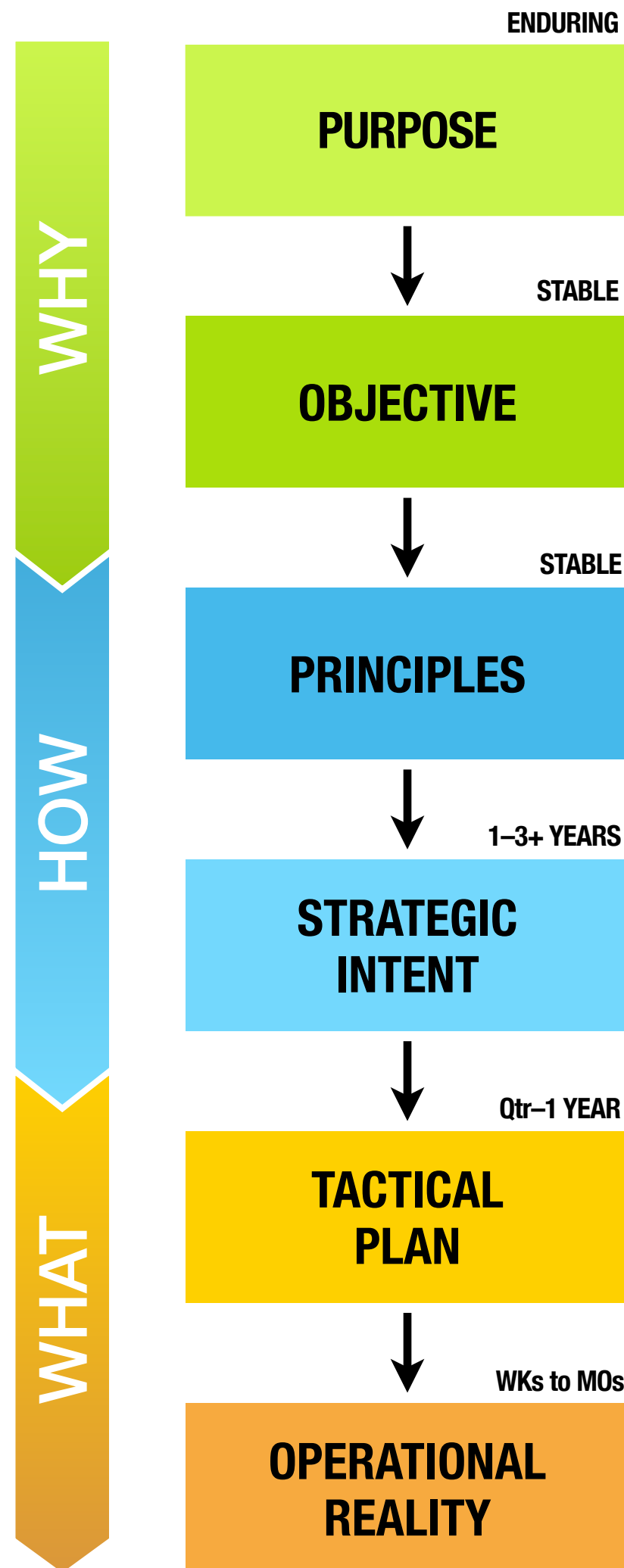


Example 2: A Tactical Plan gets mistaken for a Strategic Intent and becomes a multi-year plan (result: organizational rigidity).



The Strategic Cascade™

- 1 Why do you exist as an organization?
- 2 How do you intend to achieve it?
- 3 What do you actually do?



- 1 “We exist to see this **desired impact** occur, through the achievement of this **objective**.”
- 2 “We work according to our **principles** to accomplish these **strategic intents**.”
- 3 “We are executing these **tactical plans** by means of these **projects...and tasks**.”



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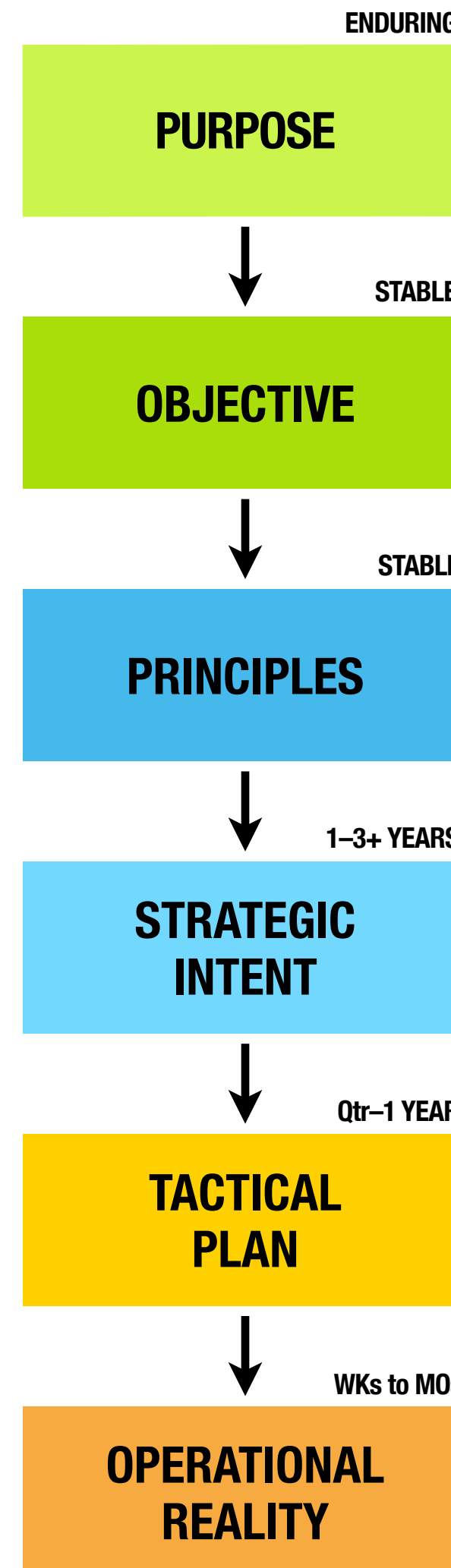
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⑧ ...so that this **desired impact** occurs.”



⑦ ...resulting in these **desired outcomes**...



⑥ ...according to our **principles/parameters**...



⑤ ...which contributes to the **main thing** we do...



④ ...indicating achievement of these **objectives**...

③ ...that will demonstrate these **key results**...



② ...because they complete these **projects**...

① “We are doing these **tasks**...”



The Flow of Innovation



The **most effective** innovation frameworks depict innovation as a flow from inception to production.



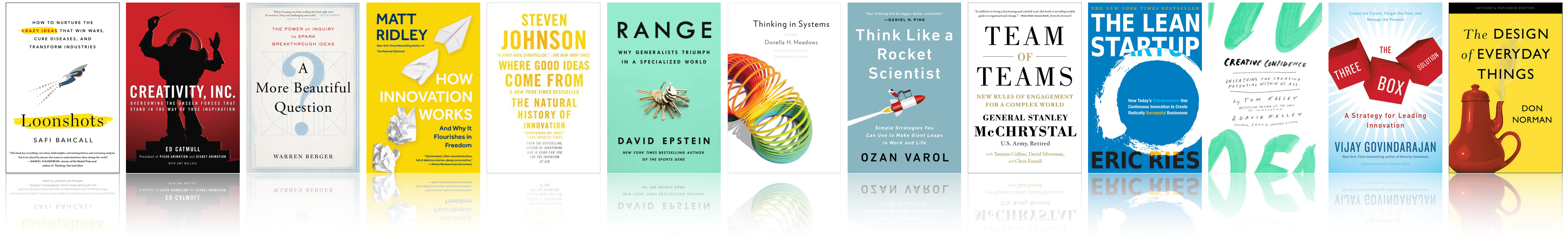
The Flow of Innovation

**A simple, scalable synthesis of proven
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Some of the Best

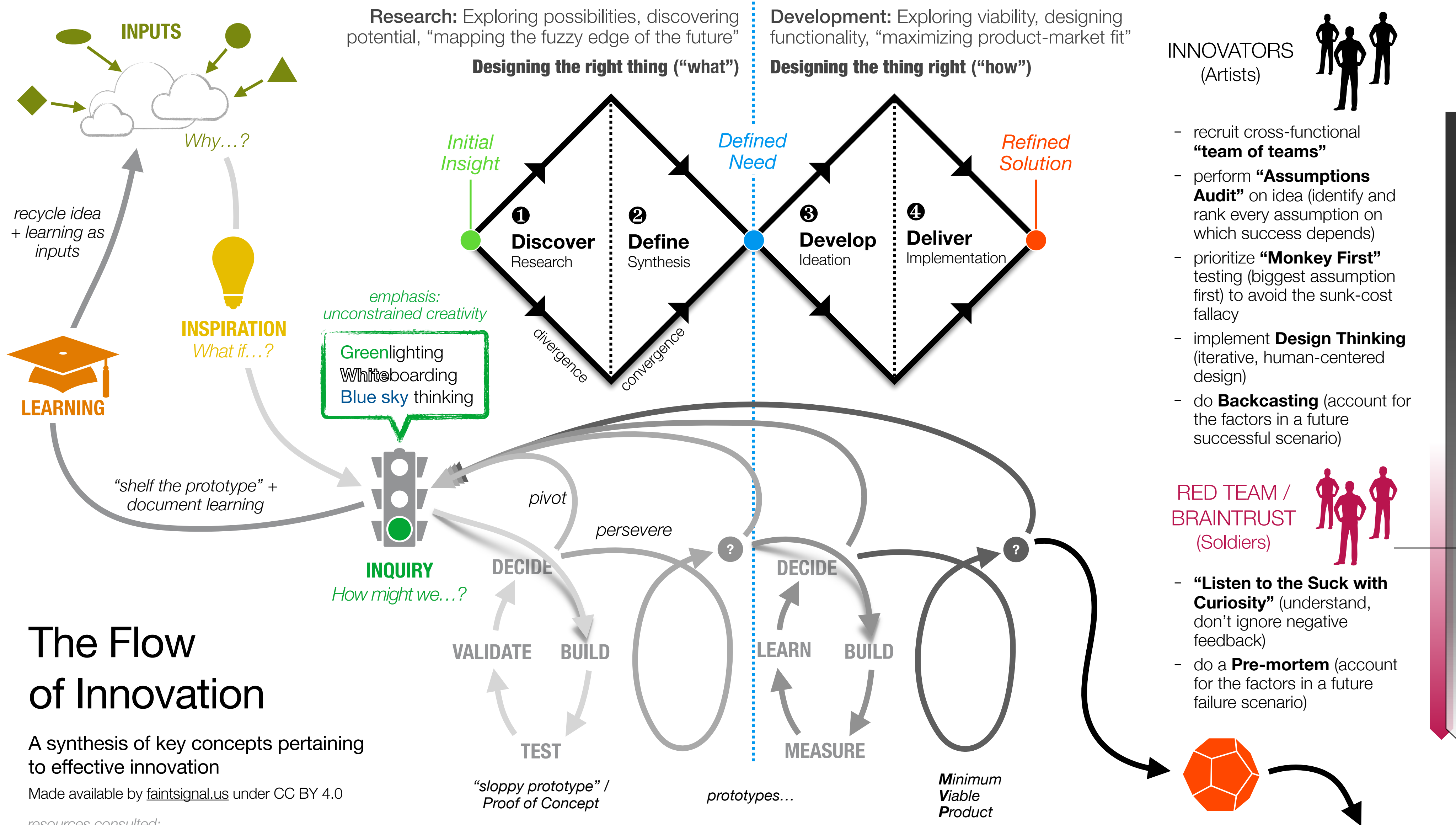
From them, a pattern emerges



DIVERGENT THINKING
(broad + unconstrained)

DYNAMIC EQUILIBRIUM

CONVERGENT THINKING
(narrow + focused)

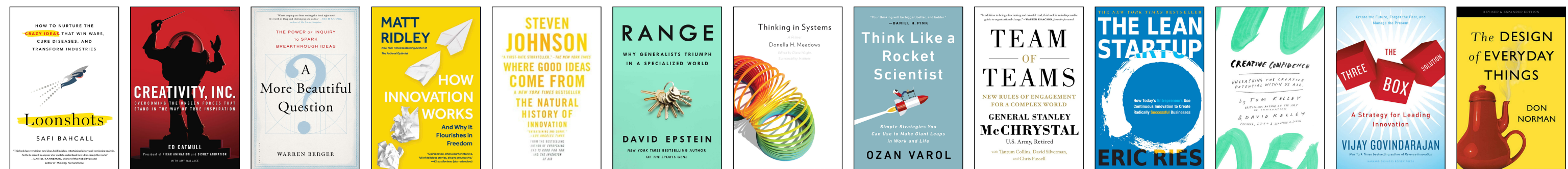


The Flow of Innovation

A synthesis of key concepts pertaining to effective innovation

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resources consulted:



The Framework for Innovation by Faint Signal is based in part on the Double Diamond by the Design Council which is licensed under a CC BY 4.0 license.

INNOVATORS
(Artists)

- recruit cross-functional "team of teams"
- perform "Assumptions Audit" on idea (identify and rank every assumption on which success depends)
- prioritize "Monkey First" testing (biggest assumption first) to avoid the sunk-cost fallacy
- implement Design Thinking (iterative, human-centered design)
- do Backcasting (account for the factors in a future successful scenario)

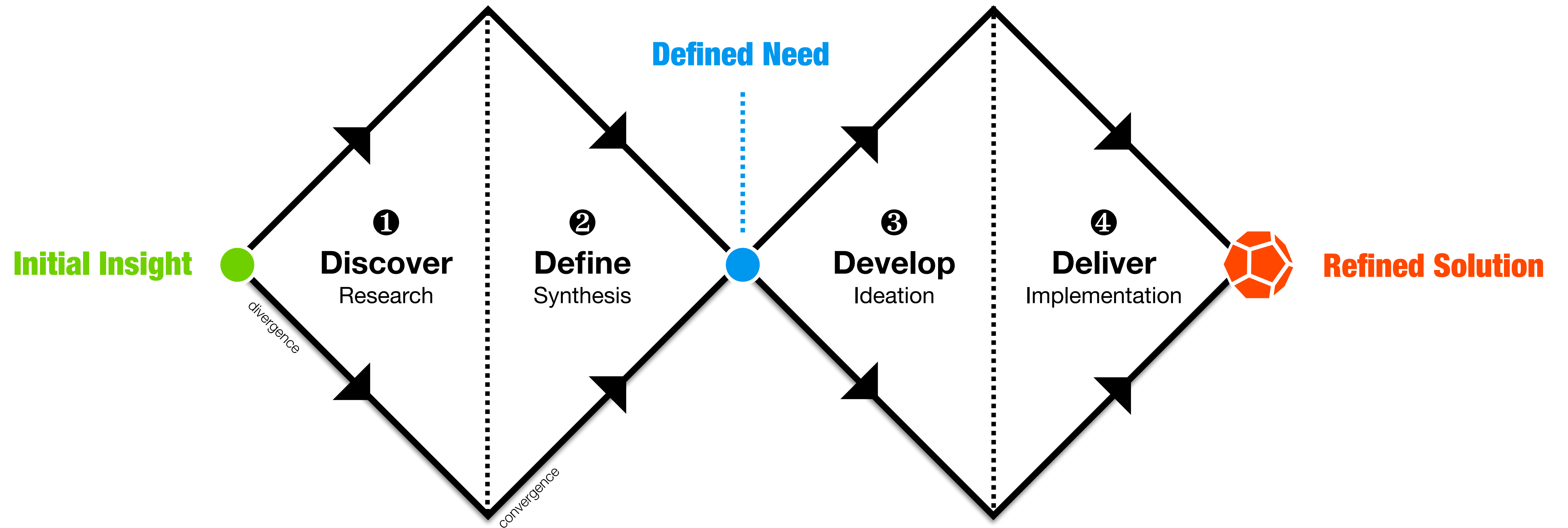
RED TEAM / BRAINTRUST
(Soldiers)

- "Listen to the Suck with Curiosity" (understand, don't ignore negative feedback)
- do a Pre-mortem (account for the factors in a future failure scenario)

BOX 3
faint signals from the future

BOX 2
strategic course correction

BOX 1
new status quo

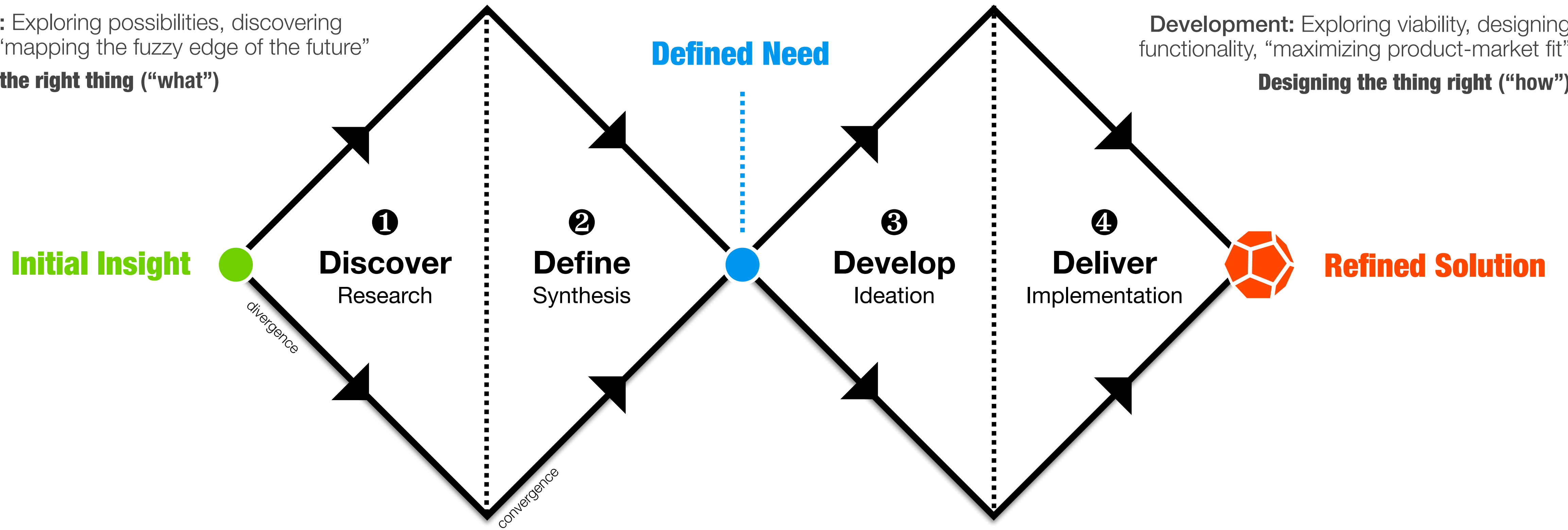


Research: Exploring possibilities, discovering potential, “mapping the fuzzy edge of the future”

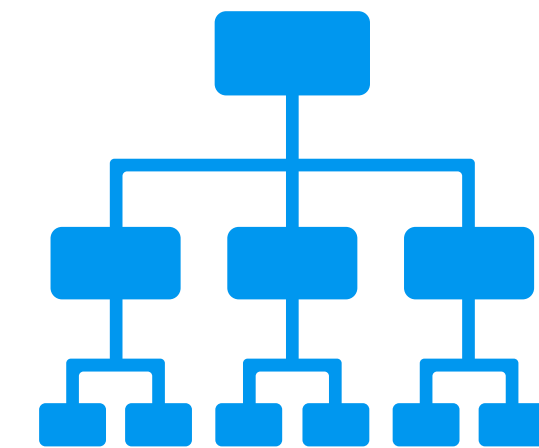
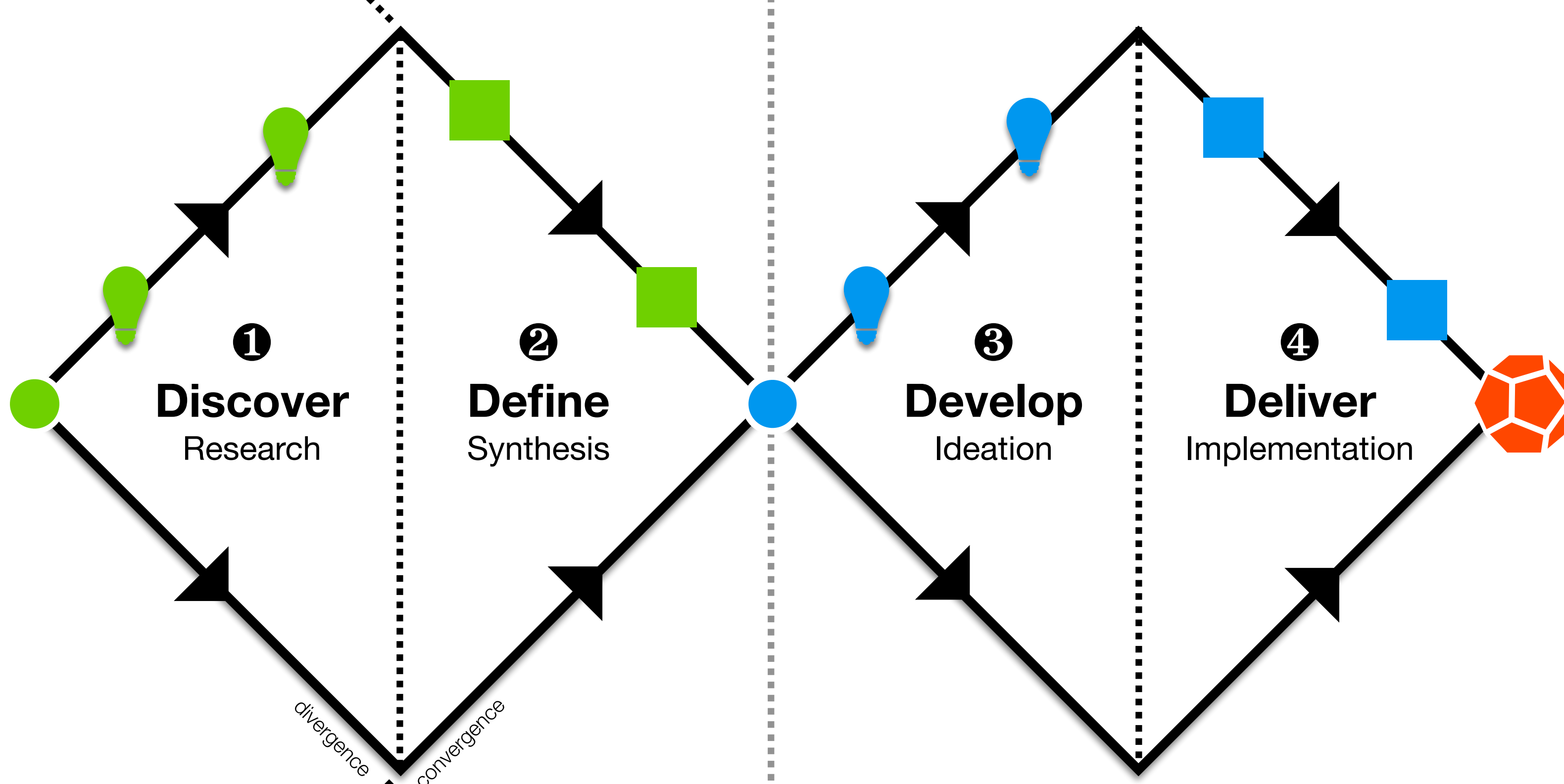
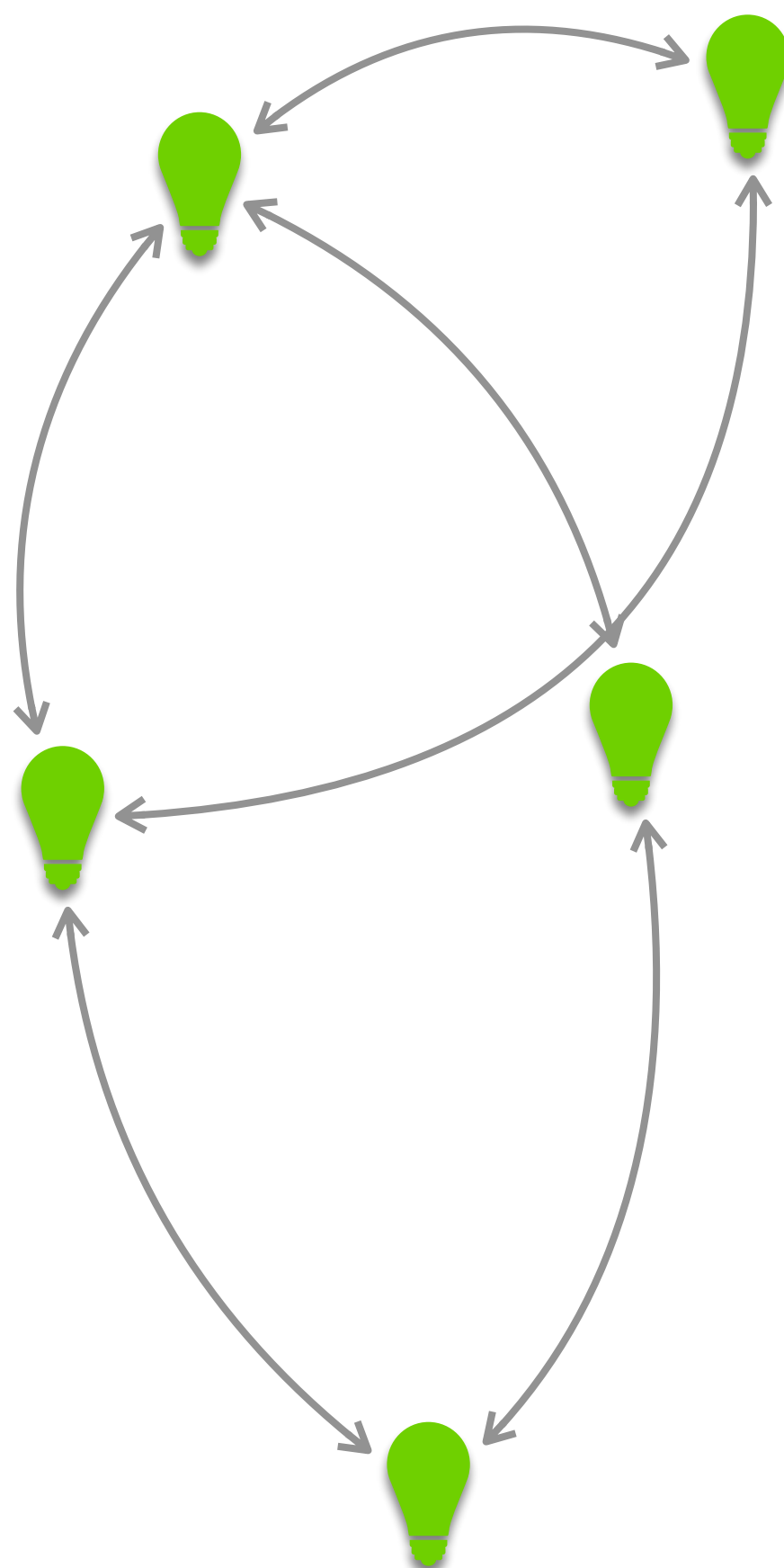
Designing the right thing (“what”)

Development: Exploring viability, designing functionality, “maximizing product-market fit”

Designing the thing right (“how”)



	● 1 (Discover + Define)	● 2 (Develop + Deliver)
EXPLORES	Possibility	Viability
PROCESS	Build-Test-Validate → Future Potential	Build-Measure-Learn → Functional Product
VALIDATES	Assumptions	Functionality
OBJECTIVE	Research (Discovery of what is feasible)	Development (Product features)
PURPOSE	Learning (Mapping the fuzzy edge of the future)	Selling (Maximizing Product-Market fit)



Designing for Agility



Strategic Agility

The ability of a team to simultaneously deliver what **is needed today while inventing what **will be needed tomorrow**.**



WARNING!

Unless intentionally designed to prevent it, every team inevitably loses their strategic agility.



The **most effective** teams continually balance their ability to invent the future and also deliver the present.

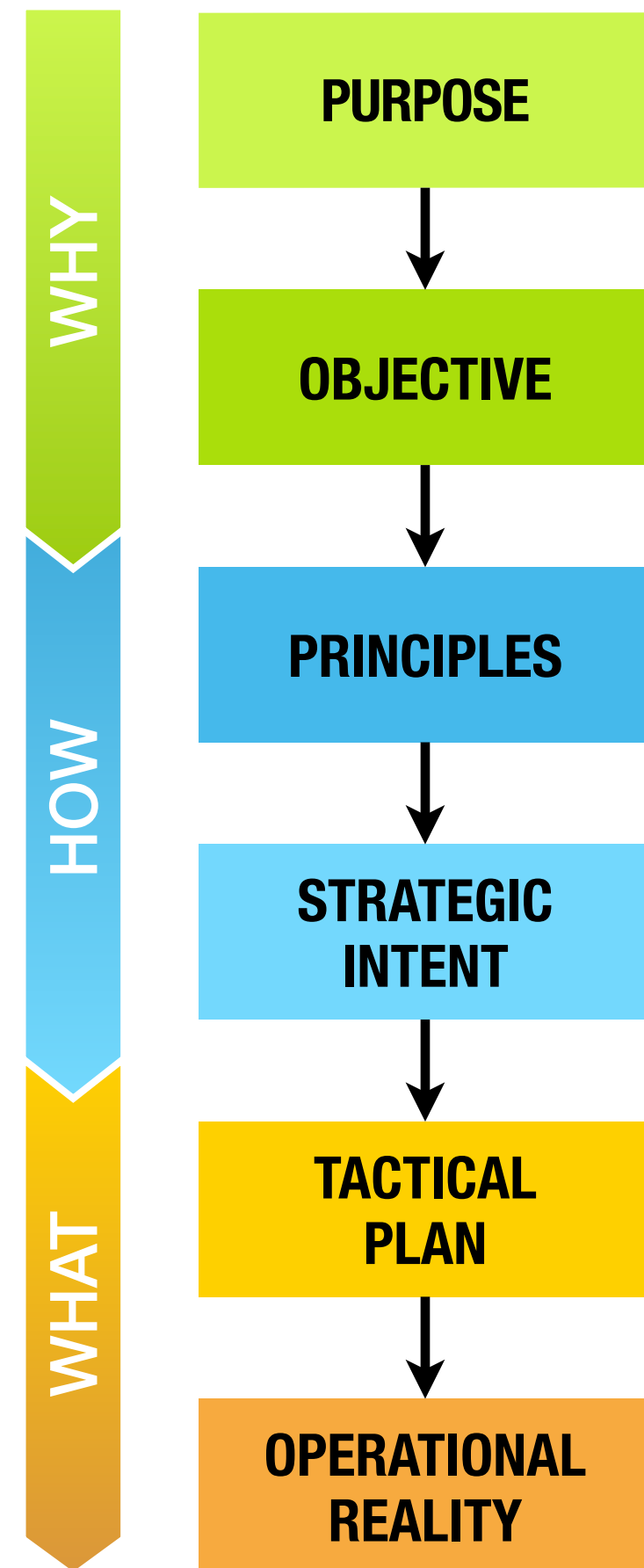


Designing for Agility

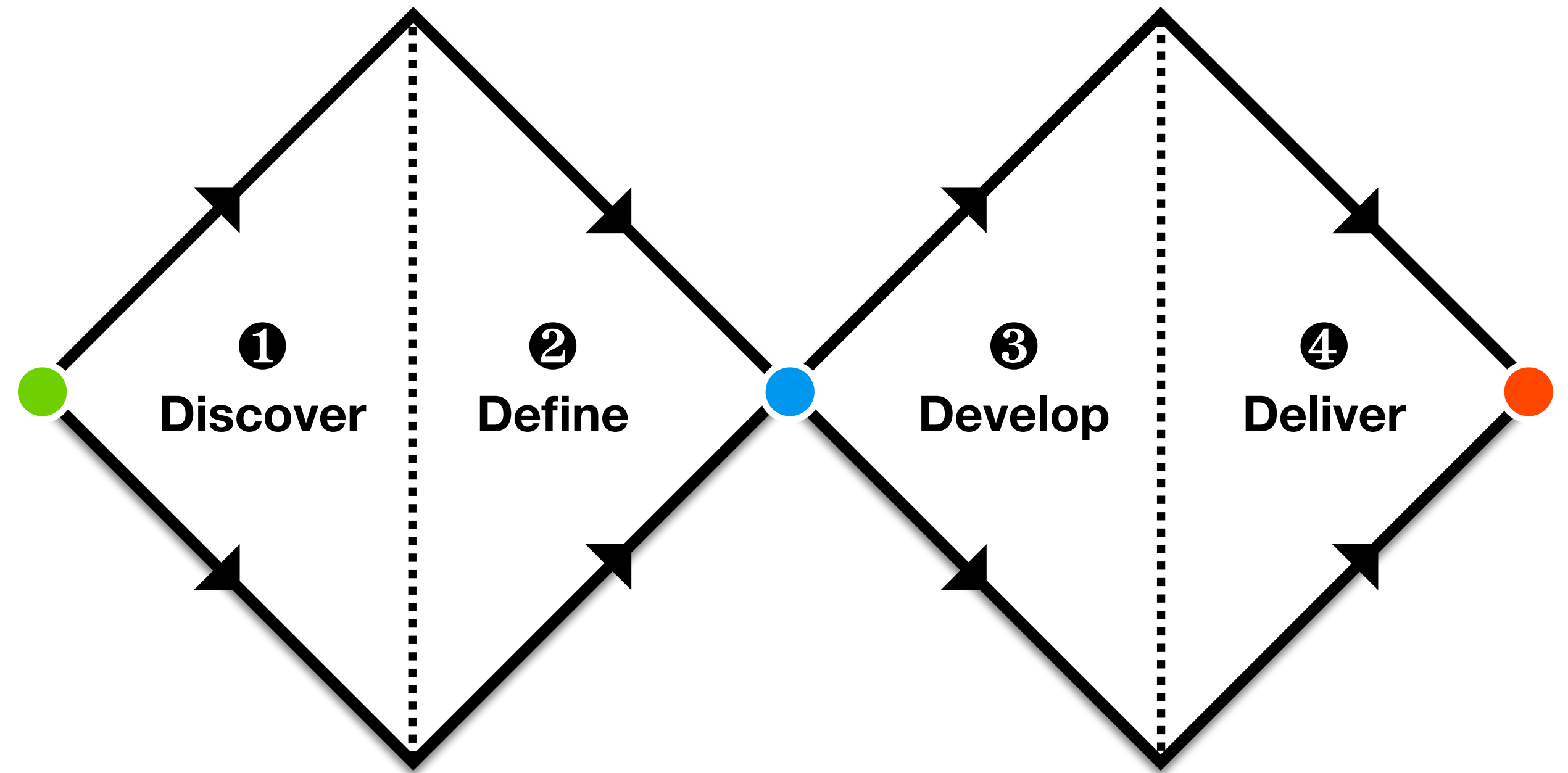
An effective framework for designing (active + ongoing) teams that are able to innovate and also deliver.



Designing for Agility



+



Designing for Agility

