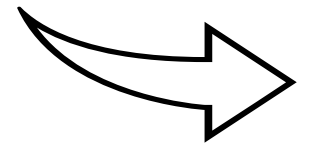
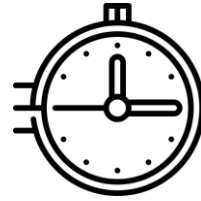


K&A

KNITTER AND
ASSOCIATES

Common pitfalls in strategy-making & questions strategists should ask themselves to avert them

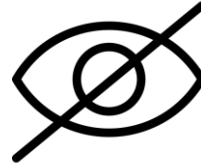




Late initiation of the strategy-defining process...

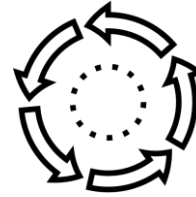
...due to a lack of awareness or sense of urgency that a challenge exists.

This can occur when there is no obvious threat or impact on performance – often reinforced by growth or sales metrics reflecting the past instead of future performance.



Avoidance of active effort to see reality as it is...

...and challenging persisting mental models of what business is, how business is conducted today, and the roadblocks the future holds.



Strategy processes become routine and ritualized...

...even exercise-like e.g., in contexts of financial planning or negotiation of performance targets, where routine can lead to paralysis i.e., neglecting the true problem or evolution of the problem over time.



Under-investing in framing the problem...

...and re-framing the problem. Ill-framed business problems are common in initial conception and require a process of iterative reframing (strategy), to ensure the right tools and approach are selected that prevent wasted efforts and save resources.

Is there a problem that needs solving? What kind of problem is it?

Business leaders and strategists should ask themselves both questions prior to strategy-making processes to ensure the true nature of the problem can be addressed in the most economical, relevant and robust way.

Think strategically about thinking strategically.

