

8 STRATEGY ERRORS TO AVOID

A not-so-serious guide to the
serious business of strategy



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ERROR 1

THE IMPOSTOR

When a Plan or Vision masquerades as a Strategy



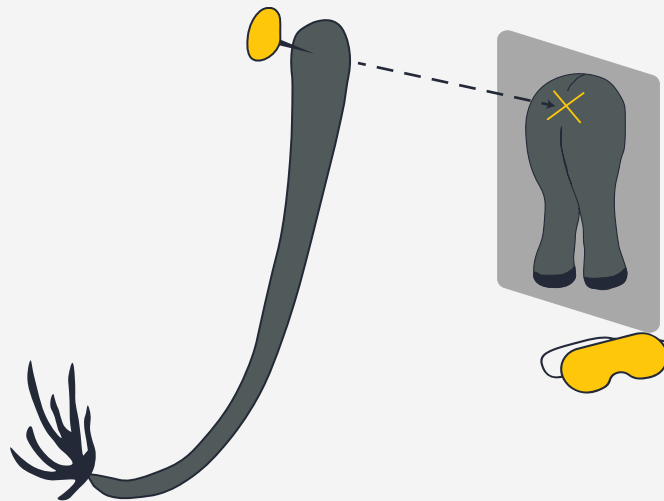
A Strategy defines the 'why', 'what', and 'how' choices a company makes to create and capture value longterm.

Unless your Plan or Vision contain these elements, it's not a Strategy, it's an imposter.

ERROR 2

THE DONKEY'S TAIL

When the Strategy is not pinpointing the business's core hurdle



It's tough for a Strategy to find the mark if you can't see the target - the core hurdle (or opening).

The theory for overcoming this hurdle is the essence of your Strategy. It also creates a useful yardstick for employees in day-to-day decisions.

ERROR 3

THE BLACK-BOX

When the assumptions driving your choice of Strategy are not transparent



Making your reasoning explicit enables validation and monitoring of the drivers of success. If the context changes or your theory proves wrong or obsolete, you can course correct.

ERROR 4

THE MISH-MASH

When a Strategy's choices are not complementary or aligned



You only want to mash-up potatoes. In Strategy, your path can be crippled by the absence of aligned execution.

ERROR 5

THE LIBRARY

When a Strategy resembles a catalogue of initiatives without select 'must-do's'



A long list is ripe for a '*choose your own adventure*' path. Great for reading lists, but not so great for the focussed execution of your Strategy.

ERROR 6

THE GODMOTHER TRAP

When most resources are allocated to activities that don't support Strategy goals



If you don't identify the investments your Strategy needs and focus your resources on this, you are engaged in wishful thinking. Unfortunately, Strategy is not a fairy godmother.

ERROR 7

THE WALKING DEAD

When the Strategy doesn't anticipate
beyond the 3-year planning horizon



Who doesn't love a good zombie show? In business, this is less fun. Don't be blindsided by shifts in customer expectations, technology or our environment. Failure to anticipate possible futures and prepare is the path to irrelevance.

ERROR 8

THE DOMINO

When the Strategy is not People and Planet Positive



It is easy to get caught up in short-term profit maximisation. However, it is a pyrrhic victory if this is at the expense of broader stakeholders. Don't risk the Company's reputation, its social license to operate or our children's future.

Written and designed by
Katerina Karanikolopoulos

Hi, I'm Katerina,

I've encountered many Strategy pitfalls over the years, which inspired this light-hearted guide to an otherwise serious topic.

You can use this as a handy checklist next time you are involved in creating or reviewing a strategy.

For my future writings, follow me on LinkedIn or Substack, and do reach out if you have any questions or suggestions.

*Cheers,
Katerina*

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