



WILLIAM F. ACHTMEYER
CENTER FOR
GLOBAL LEADERSHIP

STRATEGY IS CREATING THE FUTURE

Vijay Govindarajan
Tuck School of Business at Dartmouth
VG@dartmouth.edu
www.vg-tuck.com
www.vijaygovindarajan.com (BLOG)

Goodwin Procter's Fourth Annual Directors Forum
June 2, 2010

Box 1

**Manage
the
present**

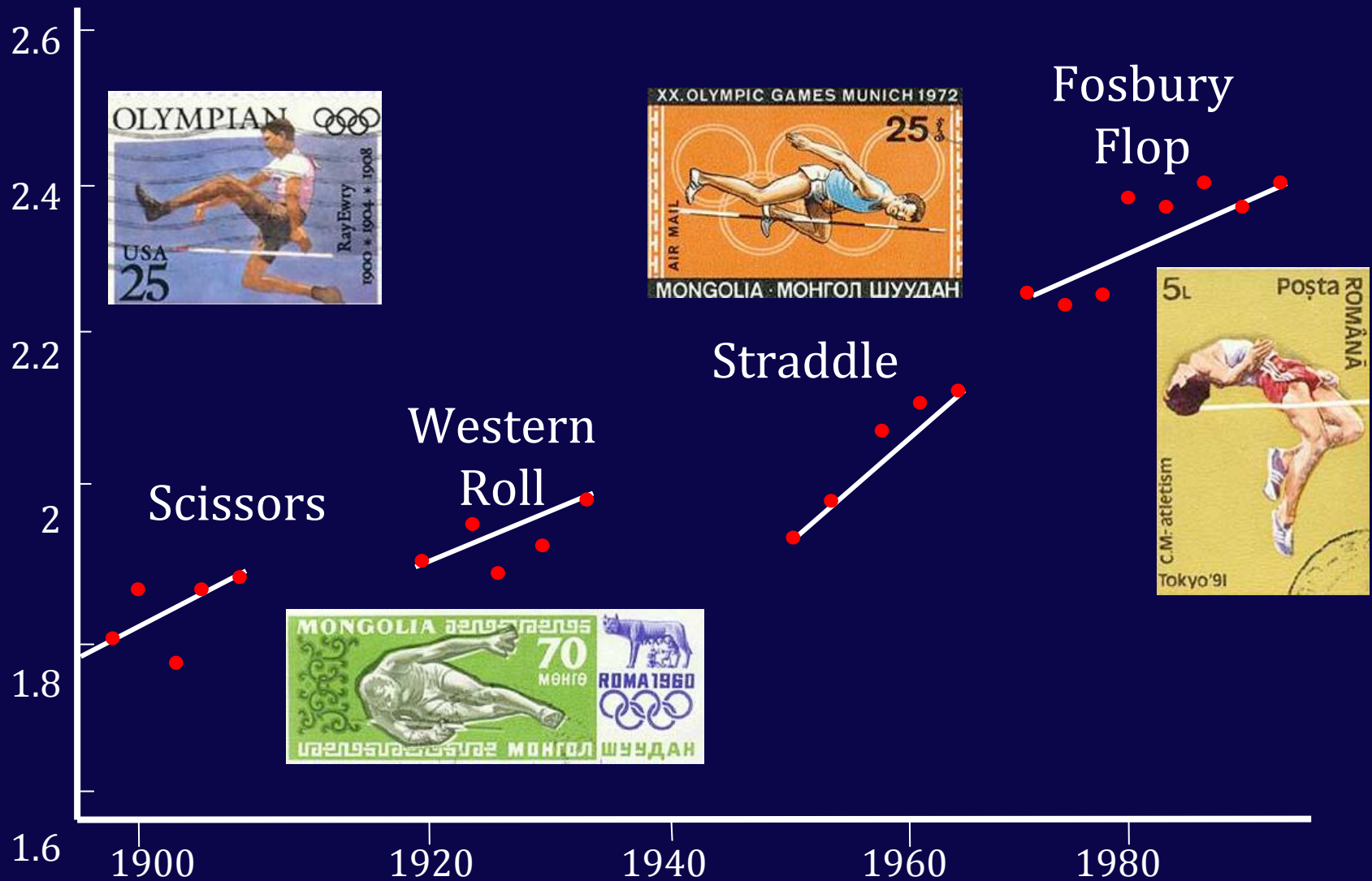
Box 2

**Selectively
forget
the past**

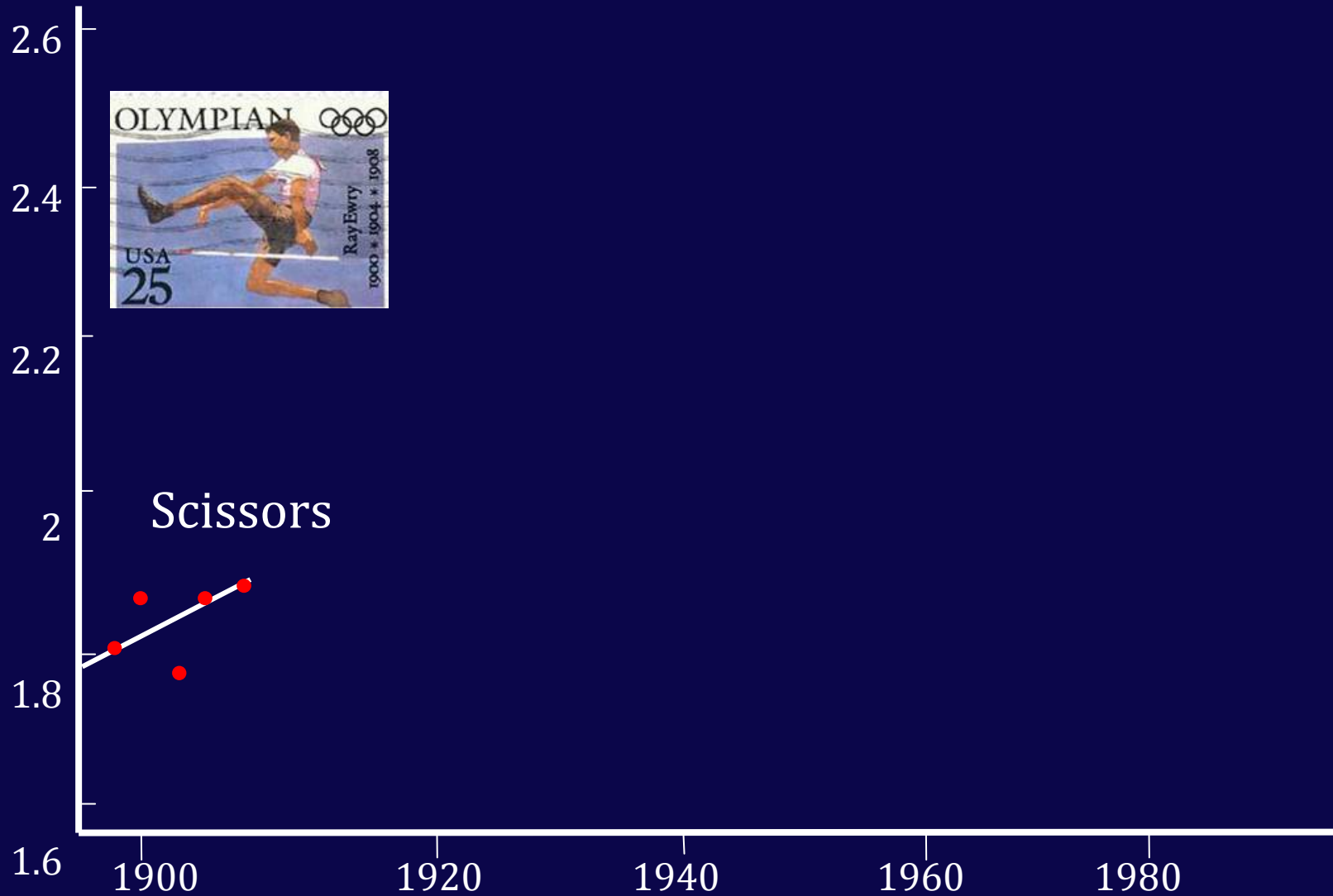
Box 3

**Create
the
future**

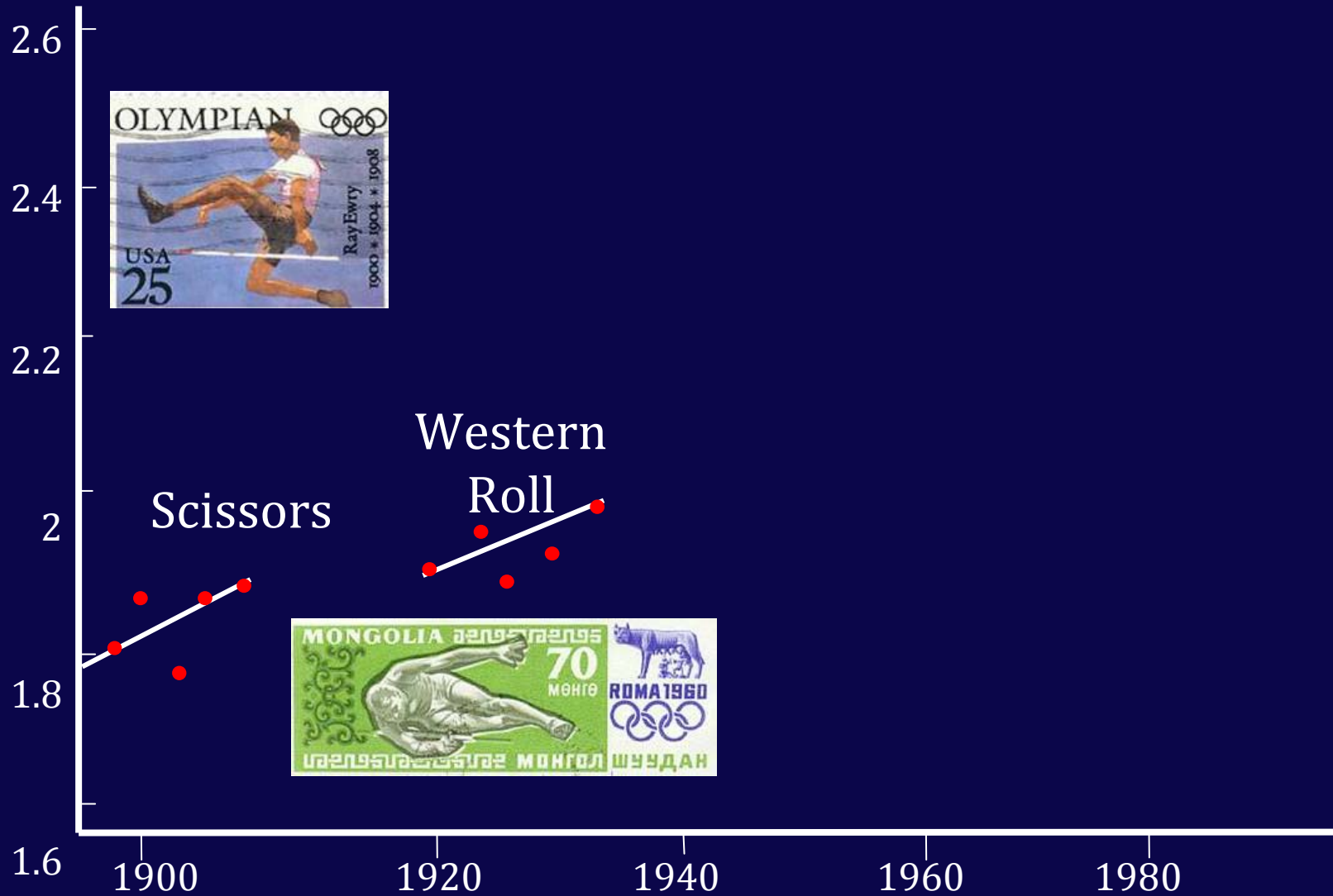
Olympic Gold Medal Winners in High Jump



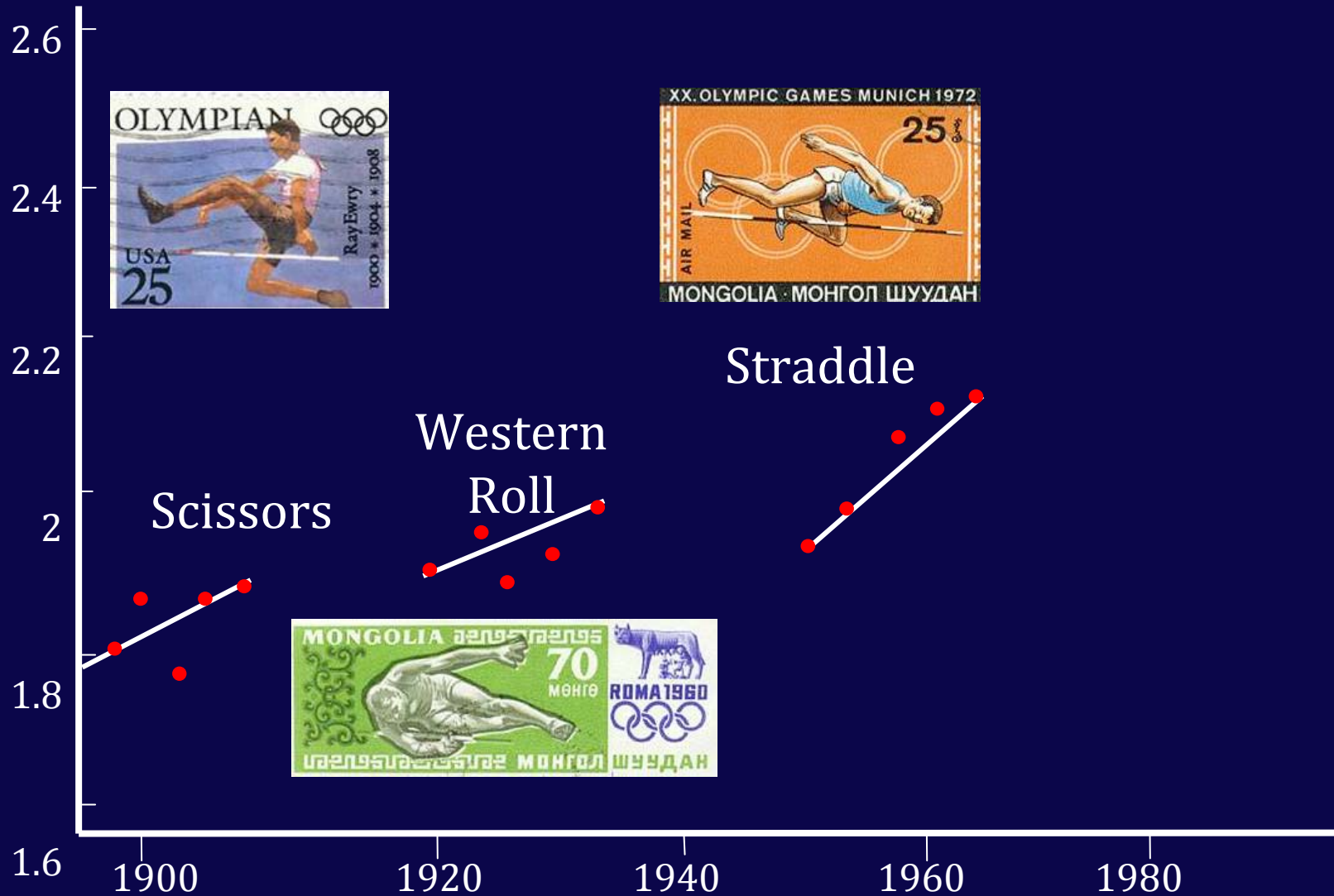
Olympic Gold Medal Winners in High Jump



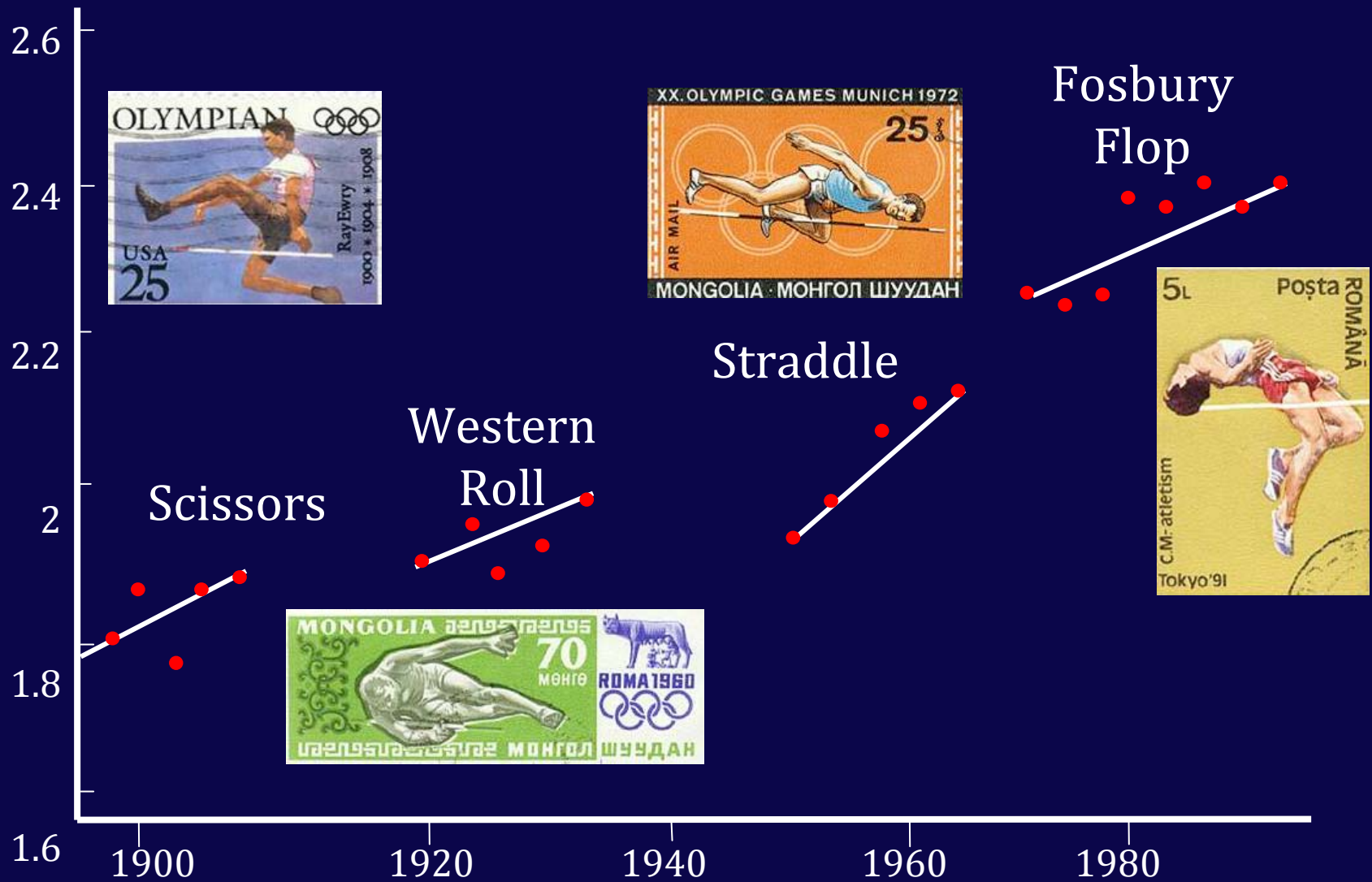
Olympic Gold Medal Winners in High Jump



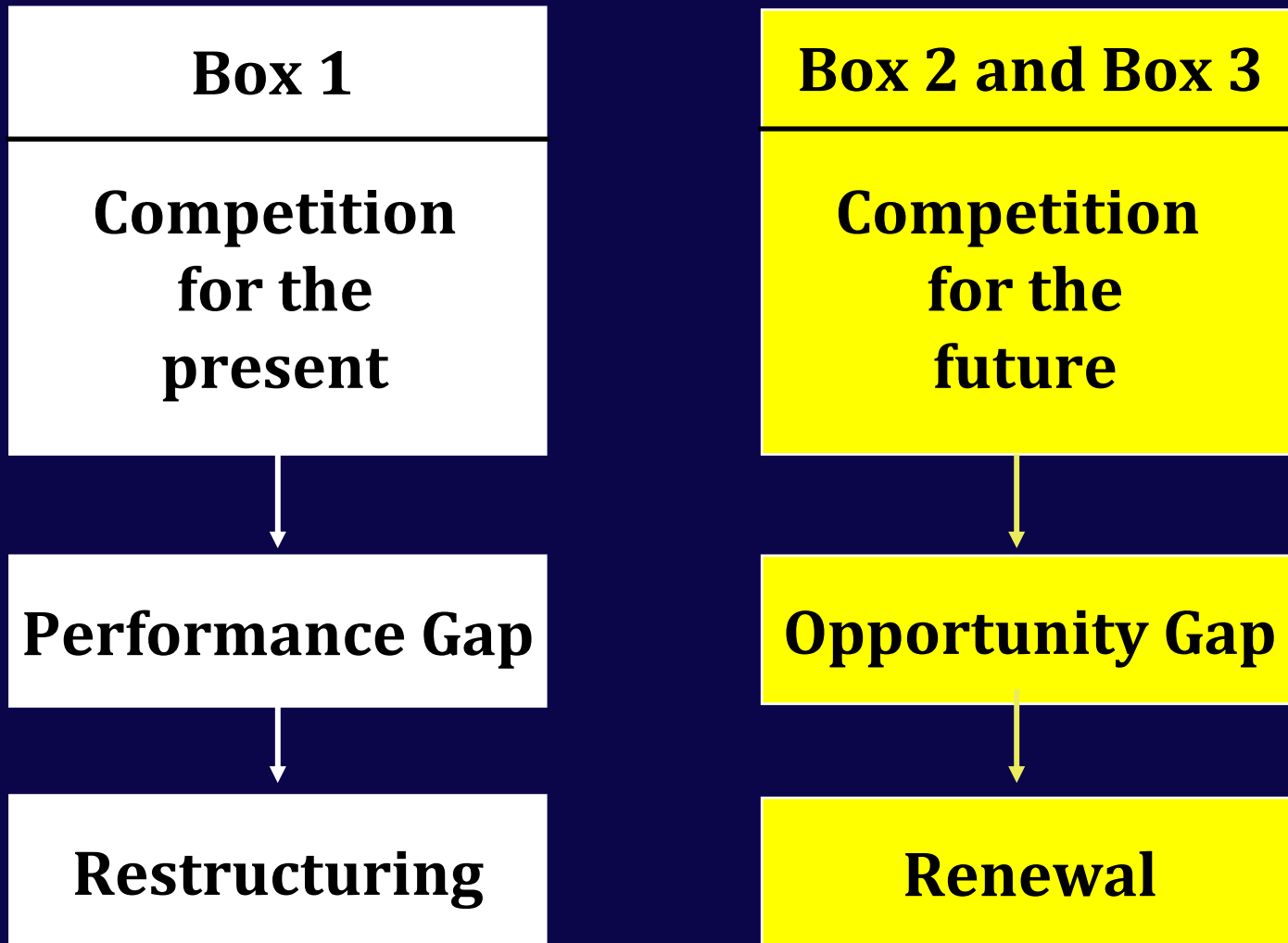
Olympic Gold Medal Winners in High Jump



Olympic Gold Medal Winners in High Jump



Strategic Balance



Strategy Architecture

- ❖ Non-linear shifts
- ❖ Strategic intent
- ❖ Current core competencies
- ❖ Growth Playbook

Growth Playbook



**Core
Business**

Horizon 1

**Adjacent
Space**

Horizon 2

**Entirely New
Space**

Horizon 3

Strategy Architecture

- ❖ Non-linear shifts
- ❖ Strategic intent
- ❖ Current core competencies
- ❖ Growth Playbook
- ❖ New core competencies

Mission Statement

≠

Strategic Intent

Criteria For Strategic Intent

Direction

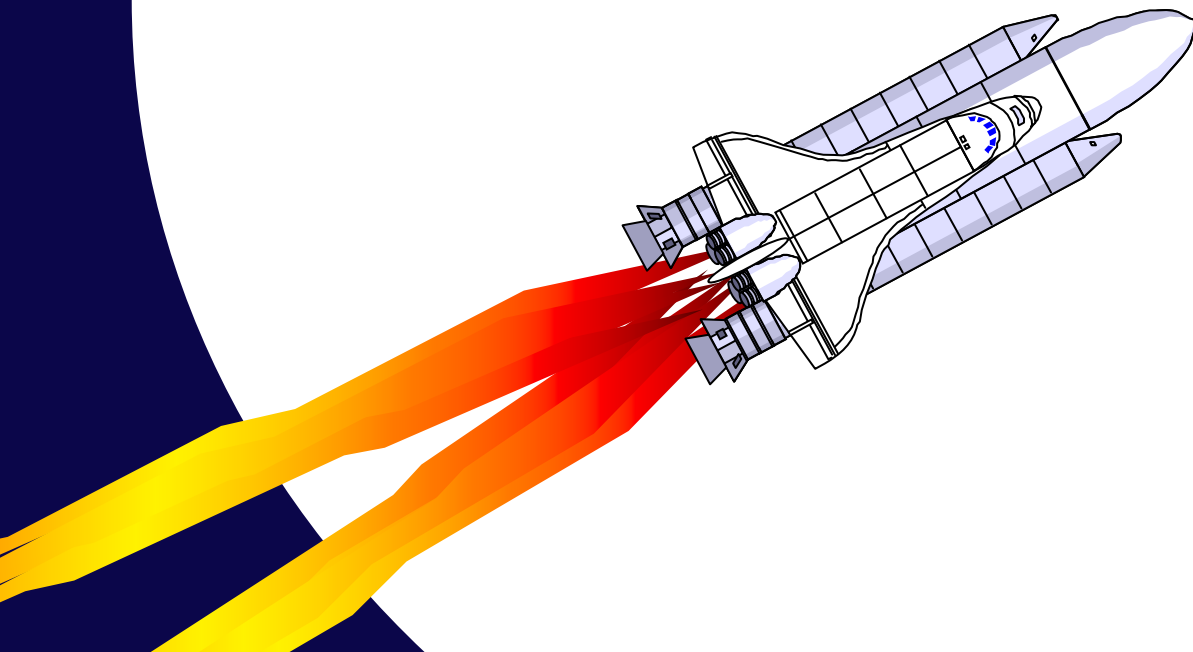
Motivation

Challenge

The Apollo Program

“We will put a man on the moon and bring him back before the end of this decade.”

John F. Kennedy



Marathon Race



400 Meters

400 Meters

400 Meters

Mile 26

WE ARE HERE

The Top 11 Things You Can Do With a Dead Horse

11. Whip the horse a little harder.
10. Change the rider.
9. Harness several dead horses together for increased speed.
8. Emulate the best practices of companies riding dead horses.
7. Proclaim that it's cheaper to feed a dead horse.
6. Shorten the track.

The Top 11 Things You Can Do With a Dead Horse

5. Affirm that “This is the way we have always ridden this horse.”
4. Declare that “This horse is not dead.”
3. Have the lawyers bring suit against the horse manufacturer.
2. Engage a consultant to study the dead horse.
1. Promote the dead horse to a senior management position.

Please join the conversation
on innovation and execution
by signing up for my
NEWSLETTER

www.vijaygovindarajan.com/newsletter.html