

## CONCEPTS DEFINED IN THIS BOOK

**Strategic Dialogue:** process of continuous, dynamic exchange of observations, ideas, and interpretations that builds the strategy and determines its quality. The *Strategic Dialogue* enables the discovery of insights and the generation of courses of action.

**Strategic Storytelling:** the process to frame the strategy as an appealing narrative that makes sense. Involves also engaging audiences emotionally, simplifying complex ideas, and fostering alignment.

**Insightful Listening:** the practice of accessing insights through others by listening intently, seeing through their eyes, and deeply understanding their perspective.

**Dynamic Reframing:** is the purposeful rebuilding of our worldview by continuously shifting perspectives, allowing us to adapt, uncover hidden opportunities, and develop innovative strategic solutions.

**Three Concentric Circles:** the natural way in which the groups responsible for the strategy are organised. These groups can—and should—be purposefully designed.

**Crew Resource Management in Strategy:** leveraging techniques and best practices for communication developed in the aviation industry that formalise and standardise team communication, emphasising that the quality of a strategy is directly tied to the dialogue that shapes it.

**Transactional Analysis in Strategy:** involves understanding team interactions and communication patterns, analysing psychological dynamics to improve collaboration, resolve conflicts, and design a strategy via clear and effective dialogue.

**Expert vs. Novice Crews:** highlights the difference in team performance, where expert crews focus on observations, sense-making, and collaboration, while novice crews debate actions.

**Basic Math:** method for discovering insights by identifying the fundamental factors influencing a situation and expressing these relationships through simple mathematical formulas.

**Archetypes:** method for discovering insights by identifying structural similarities across different domains, revealing patterns and solutions transferable to strategy, while avoiding superficial comparisons.

**Move:** is a fundamental unit of strategy. Moves interconnect like a fractal, with smaller moves contributing to larger ones. Strategists see the world and think based on them. Consequently, the *Strategic Dialogue* is a conversation about moves.

**The Napkin:** a short text that the *Strategic Dialogue* continuously refines and represents the latest version of the strategy to date. It can be written down or handled as an oral tradition.

**STORI:** one of the many possible ways to describe a move, breaking it into five key elements: *Start, Target, Obstacle, Road, and Implementation*, simplifying strategic planning into actionable and trackable steps.

**Fake Strategy:** based on a concept by Richard Rumelt. In this framework, it refers to incomplete strategies, which lack a well-defined *Target*, insight, *Obstacle* or path without real decisions.

**Start:** first phase where you objectively assess your current situation and discover the insight. It's the foundation from which the entire strategy unfolds.

**Target:** a clearly defined future state where expected results are achieved, aligned with values and identity, shaping strategic direction and purpose.

**Obstacle:** key challenge that stands in the way of achieving the *Target*. It must be explicitly defined to give substance to the strategy, acting as a dramatic element that engages the team in problem-solving.

**Road:** refers to the sequence of decisions about actions required to overcome obstacles and reach the target. It outlines specific choices, discarded alternatives, and reasons behind decisions, providing a clear path.

**Implementation:** final phase where plans are translated into actions. This stage involves mental rehearsal of execution, where those implementing the plan write in first-person how they will carry it out. The

implementation should tackle friction and adjust leadership and team structure as needed.

**Sub-Move:** a smaller, parallel, or sequential move within a larger move. Each sub-move follows the same five-phase STORI structure, contributing to the success of the main move by addressing specific elements or dimensions of the overarching strategy.

**Casting:** the importance of selecting the right people for the right roles in implementing the strategy, specifically ensuring that their worldview aligns with finding solutions to the specific problems.

**Planning as Mental Rehearsal:** emphasises the value of the planning process itself, rather than just the resulting plans. Mental rehearsal involves collectively visualising each step of the implementation, discussing roles, tasks, and potential obstacles in advance, so that when the plan is executed, it unfolds as if familiar.

**STORI BOARD:** is a one-page tool used to manage complex strategies by breaking down large moves into sub-moves, enabling clear visualisation and tracking of the interlinked moves required to achieve the overall strategy.

**Phase Zero:** preparatory step in the STORI framework, where the strategy conversation process is 'x-rayed' to assess the current state of communication and decision-making, revealing blind spots, assessing team maturity, and identifying areas for improvement.

**Insight Edge Strategy Framework:** A strategic approach where competitive advantage comes from having deeper and more accurate insights before anyone else. The framework proposes mechanisms to generate this insight: a scientific program, *Strategic Dialogue* into results: refining the narrative around *The Napkin* using the STORI model, orientated towards direct action.