

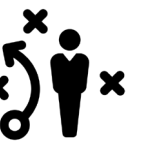





The Play-to-Win Strategy Canvas

STRATEGIC THEME/TEAM FOCUS

MONTH | DAY | YEAR

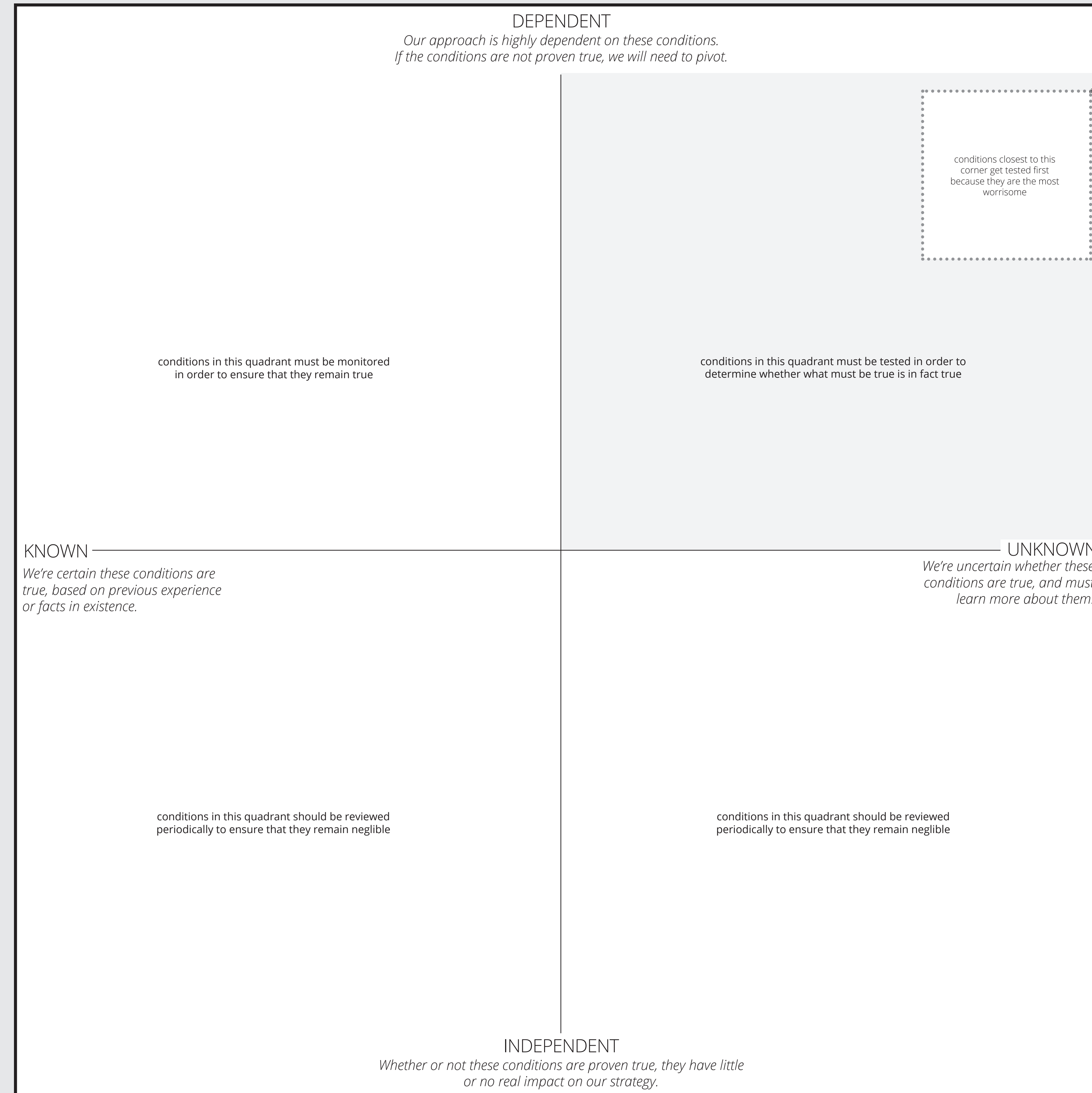
Strategic Choice-Making

 STRATEGIC OPPORTUNITY <i>Why is a new strategy warranted, and why does it matter?</i>	 1. WINNING ASPIRATION <i>What is our measurable strategic ambition?</i>
 2. WHERE TO PLAY <i>In what spaces or segments can we <u>win</u> convincingly?</i>	
 3. HOW TO WIN <i>What will be our unique value proposition/defensible advantage in <u>each</u> chosen space?</i>	
 4. CRITICAL CAPABILITIES <i>What key skills/activities will produce our unique advantage?</i>	 5. REQUIRED SYSTEMS <i>How will we support and sustain our critical capabilities?</i>



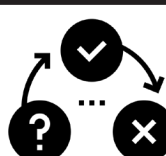
Reverse Engineering

What Must Be True?

For our strategy to be a winning set of choices, it must be true that...



Strategic Testing

 CRITICAL RISK <i>What is the riskiest element of our strategy—the potential barrier to success?</i>	
<p>1. Condition what condition are we most worried might <u>not</u> be true?</p>	<p>2. Concern why is it so worrisome?</p>
 CONCEPT TEST <i>What simple, fast, and frugal experiment can we run to test the most worrisome critical risk?</i>	
<p>3. Objective what is it that we must learn?</p>	<p>4. Hypothesis what is our falsifiable belief? (i.e., "If X, then Y")</p>
<p>5. Experiment how will we test our hypothesis?</p>	<p>6. Target what measure will be the standard of proof?</p>
 VALIDATED LEARNING <i>Did we prove our assumptions true? What key insights did we gain? What will be our next step?</i>	
<p>7. Results what actually happened?</p>	<p>8. Explanation what explains the results, if different from expected?</p>
<p>9. Insights what was our biggest surprise?</p>	<p>10. Decision pivot or persevere?</p>