

The background of the cover features a target graphic with a red bullseye and yellow segments. The text is overlaid on this graphic. The logo 'resilientfutures+' is in the top left, and the main title is in the center. The background is dark with diagonal light stripes.

resilientfutures⁺
leverage disruption

YOUR 2021 PLANNING FRAMEWORK

**STRATEGY
IN ACTION
IS A MUST!**

THE REALITY OF 2021

Organisational leaders using Strategy in Action in 2021 are focused on preparing to meet the uncertainty created by the ongoing pandemic, and more.

The issues of 2019 before COVID19 are still prevalent - the exponential change in disruptive technology, more virulent competition from global and local players, changes in workforce and organisational structures and critically, the rapid loss of climate stability.

2021 is like 2020 with a different name where a new operating environment has rapidly emerged through supply chain reorientation, remote work, impact on space requirements, ongoing lockdowns from COVID variants (hopefully) balanced out by the promise of vaccines – and above all, leader exhaustion from working with uncertainty.

Leaders who ignore these conditions and stick to outdated or flawed planning methods run the risk of their organisation experiencing **MAD** - **Managed Adaptive Decline**. They rapidly or gradually adapt to ever-declining market conditions creating an inevitable inability to generate sustainable value.

Organisational leaders understand that in 2021 conventional planning approaches are sub-optimal, if not misleading and dangerous.



WHY LEADERS THINK STRATEGY IN ACTION!

Strategy in Action (SiA) is Resilient Futures' strategy framework designed for uncertain, fast-changing environments and used by organisational leaders committed to:

- Optimising how their organisation thinks about and executes robust strategy, planning and implementation, and spreading the strategic load amongst key teams
- Making planning more timely, active, relevant and potent in their markets and therefore reducing the risk to business continuity
- Rapidly pivoting to realise new market opportunity and mitigate risk, and correcting strategy on a collision course with changing conditions – especially disruptive conditions
- The ongoing generation of **sustainable value**

In 2021, all leaders must ensure their plans aren't on a collision course with disruptive conditions and are looking to leverage such conditions certain to arise.

THE BENEFITS OF SIA

SiA is easy to learn and adopt and can be taught to planners to use themselves or applied in a facilitated process.



Inherent within the process are **SIX** key benefits:

- 1.** The identification of the conditions that are, will or may impact an organisation and creating a shared context for decision-making amongst the leadership – aligning board, executive, management and key staff to strategic action
- 2.** The subsequent prioritisation of strategic opportunities to pursue and risks to mitigate risk
- 3.** The investment in the right balance of capability at the right time
- 4.** The formulation of a Catalytic Action Plan in sync with a strategy that reduces the time taken for execution - thus driving real-time change
- 5.** The building of a firm foundation for the ongoing **generation of sustainable value**
- 6.** The creation of cross-organisational strategic capability which can be applied at all levels of decision-making, for all types of planning. Through a common strategic language, SiA engenders and empowers all organisational levels to understand, contribute and adhere to and deliver on strategy

Strategy in Action (SiA) has benefits specifically designed for the challenges of 2021 that other methods don't.

2021 CONDITIONS ON OUR RADAR

Some of the conditions on the Resilient Futures radar for 2021 are:

'COVID Abnormal'

Sporadic lockdowns, the promise of a vaccine, and the implications of emerging variants

Leader mental health

Dealing with a combination of enthusiasm and exhaustion



2021

Supply chain reliability

Local inconvenience and global disruption



Ambient computing

The new, normative digital customer and computing ecosystems

Transport reliability

Unstable both interstate and globally, and already looking to 2022 for a sense of certainty

2021

Remote work and return to work

The impact on talent, structure, workforce & workplace



Economic uncertainty

Australia re-booting local economies in a volatile global reality

Fire & flood

We have dodged December and January – but how reliable is our climate?



MAD Momentum

Managed Adaptive Decline - adapting to declining conditions in a seemingly 'well-managed manner' creating ultimate failure

Wildcard?

What have we missed?
What are others seeing?



[Click here to access Straight Talk in the COVID Economy.](#)

ORGANISATIONS USING SIA?

Many different organisations apply SiA for rapid, proactive strategy and planning in sync with or ahead of change. All strategic decision-making levels can use it from the board and executive to senior management and front-line team members.

Some of the organisations using SiA include:

- **Ericsson Australia and New Zealand** - Strategic Capability Learning and Development Program, Internal Conditions Team Establishment
- **Optometry Australia** - Strategic Board Alignment, SiA QuickStart Online Learning
- **Royal Australasian College of Surgeons** - Strategic Planning, Strategic Capability Building, Conditions Analysis
- **City of Casey, Victoria** - Organisational Capability Development, Strategic Planning
- **Victoria University** - Strategic Planning, Operating Model 2021
- **Southern Metropolitan Cemeteries Trust, Victoria** - SiA Organisational Leadership Program, Strategy Stress Test

Resilient Futures' clients have commented:

““You need a dynamic, innovative and responsive approach for strategy and planning, and Strategy in Action is just that.” - **Peter Dawkins, Vice-Chancellor Victoria University**

“With SiA, we have made quantum leaps in our thinking and the way we see the world.”
- **Jane Grover, CEO SMCT.**”

SiA has also helped organisations like GM Holden, NAB, Telstra, Defence, Science and Technology and Federation Square.

A FOCUS ON CLIENT ENABLEMENT

Resilient Futures believes that organisations must:

1. Be self-organising in their approach to strategy (Resilient Futures actively works to transfer and support the knowledge required to enable and maintain Strategy in Action)
2. Unlock the innate SiA capability that is present in their people, at all levels, empowering them to play an active role in strategy formulation and execution
3. Continuously update strategy to ensure they generate sustainable value in volatile and uncertain operating conditions
4. Be always SiA active to ensure rapidly changing conditions don't catch them out



THE SIA CYCLE: STRATEGY FIT FOR EXPONENTIAL CHANGE

SiA is easy to learn as a baseline tool for all types of strategy and planning. It is called Strategy in Action because it directly connects ongoing strategic thinking with timely action in sync or ahead of change. SiA works in both long and short-cycle planning for organisational strategy, departmental strategy, project strategy, product development, innovation, problem-solving and risk mitigation.

SiA in Practice

A continuous cycle of change through the five elements, in any period of time (day, week, month), to create strategy that allows a timely response to changing conditions and underpins a strategic approach to leveraging disruption.

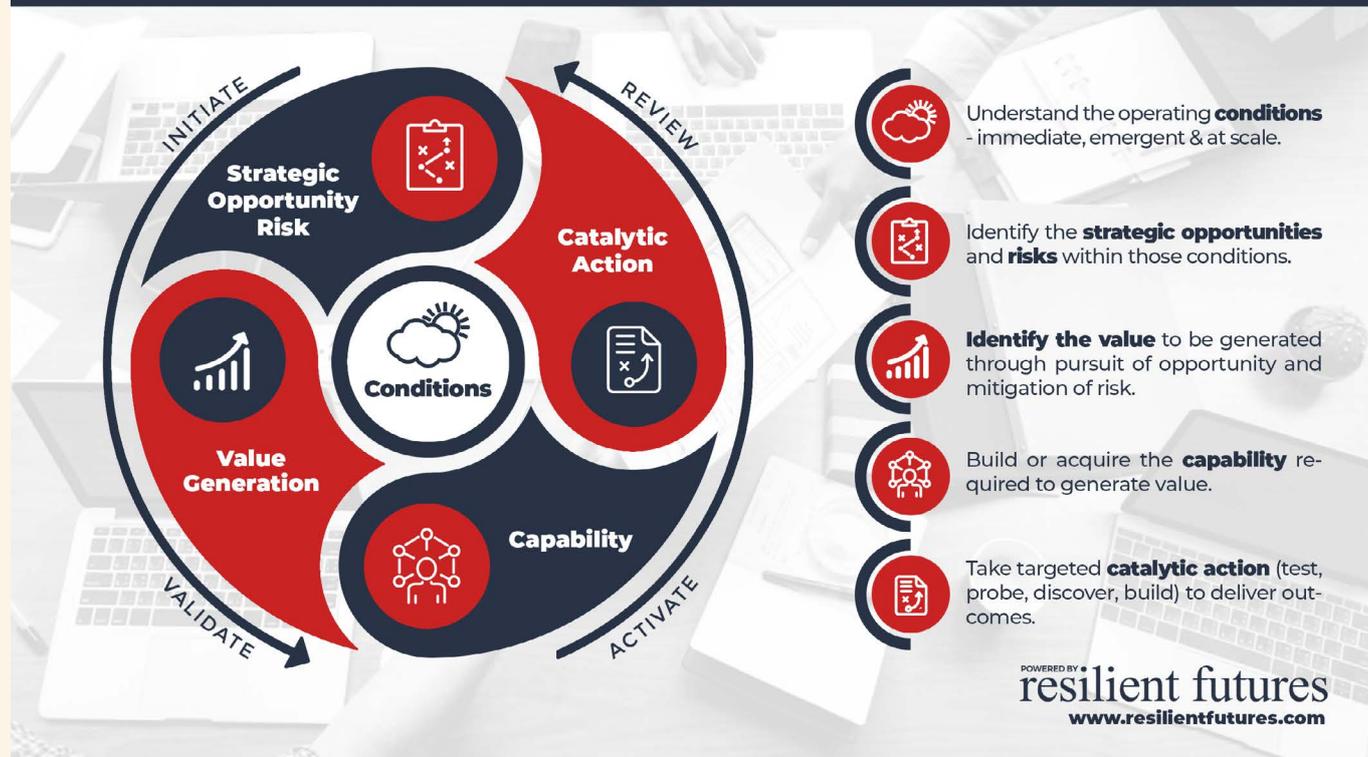


Diagram as used in leadership retreat for the National Australia Bank

Planning and strategy must be formulated to either change 'ahead of change' or at least 'in sync with change' – especially disruptive change that impacts core business activities. Anything else will lead to gradual MAD – Managed Adaptive Decline



Applications

Applications of SiA include:

- Strategy refresh
- Strategy stress test
- Strategic planning
- Innovation strategy
- Change plans
- Problem-solving
- Strategic risk mitigation
- Leadership development



Formats

Resilient Futures provides online formats and, where appropriate, face to face, including:

- Keynotes and presentations
- Briefings
- Workshops
- Planning retreats
- Projects
- Programs



Delivery Methods

Our delivery methods include:

- Training
- Strategy facilitation
- Coaching
- Client networking

About Resilient Futures

Resilient Futures specialises in helping people and organisations to generate sustainable value.

We focus on facilitating and coaching the ongoing development, implementation and maintenance of value-generating strategies and plans. We also train people to learn and apply the Strategy in Action framework and tools. Our approach has twenty-five years of experience behind it through working with organisations around the world.

We research and produce regular reports highlighting insights into organisational disruption readiness and helping people to understand the future conditions they will or may face.

We have published books that draw on that research including, in 2015, 'Disrupted: Strategy for Exponential Change' (in print, Epub and audio). We also produce a podcast, 'Straight Talk in the COVID Economy', and convene a senior leaders network focused on generating sustainable value, 'RF Network PRIME'.

Consider Strategy in Action for your 2021 strategy & planning

To find out more and arrange a time to suit your needs, contact David Platt (David.Platt@resilientfutures.com) or **directly book a time through this link.**