



STUDYING STRATEGY – Where to Start

This guide outlines a progression for developing the right mindset around strategy and an initial framework that is easy to follow.

Resource	Main Points / Notes
What is Strategy? By Michael E. Porter	I recommend reading this article first. It is the best resource I've found in developing the right mindset around what strategy is (and isn't). The main points are: <ul style="list-style-type: none"> - Strategy is not the same as operational effectiveness. - The essence of strategy is choosing to perform activities differently than rivals do. - Competitive advantage is a result of having a set of activities that fit together and reinforce one another. - True strategy requires trade-offs.
<i>Playing to Win: How Strategy Really Works</i> By A.G. Lafley and Roger L. Martin	This book reinforces the idea that strategy requires that you choose what you will do (and consequently, what you won't do). It defines the Playing to Win framework which I've found to be the most straightforward and easiest to use to develop effective strategy.
Your Strategy Needs a Strategy By Martin Reeves, Claire Love, and Phillip Tillmanns	This article encourages us to develop different types of strategy based on the following characteristics: <ol style="list-style-type: none"> (1) Predictability – how far into the future and how accurately you can confidently forecast demand, corporate performance, competitive dynamics, and market expectations. (2) Malleability – to what extent you or your competitors can influence those factors
<i>Good Strategy Bad Strategy: The Difference and Why It Matters</i> By Richard Rumelt	This book reinforces the correct mindset around strategy and presents tangible examples of effective and ineffective strategy. In a world where everything is called <i>strategic</i> , it is helpful to be able to have a solid filter so that you can be maximally effective as a leader.