APSCo United Kingdom

# Strategy is dead – Long live planning

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Recruitment Leaders 2022
Atlas Cloud

29th March 2022

# What has changed?

- The past is no longer a good predictor of the future
- Innovation is occurring with high variance outcomes
- Competitive lines have dissolved completely

# What has changed?

- Information has gone from scarcity to abundance
- Large scale execution is trumped by rapid transactional learning
- Today's business landscape looks less like chess and more like football!

*“No strategy long survives contact with the enemy”*

**- Helmuth von Moltke**

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## In 2019…

- Competitors
- The economy
- The market
- Technology
- Disruptors

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## In 2022…

- COVID-19
- Brexit
- Putin!
- Inflation
- Skills shortages
- Legislative change
- The economy

# The difference between a strategy & a plan

## Strategy:

The story of an exciting journey which explains how you plan to move from where you are today to where you eventually want to end. A strategy outlines how you will overcome challenges, confront vulnerabilities and leverage all your assets to prevail through the journey and arrive at your final destination

# The difference between a strategy & a plan

## Plan:

The details of who, how, when and how much is needed to achieve a goal or objective. It aligns resources timing and expectations. A plan has a more limited scope than a strategy and the process to develop it is more focused and quicker so that you get into action as soon as possible

# What is your vision?

**Your North Star** - which serves you as a reference when customers choose where to buy, employees decide where to work and partners decide where to engage

# How do you lead in this environment?

- Lead with **imagination** – think the unthinkable
- Lead with **experimentation** – testing numerous ideas, multiple small risks
- Lead with **innovation** – accelerating technology and digital change

# How do you lead in this environment?

Remember to reimagine the culture, structure and operations of the company…

- Lead with **trust** – your whole team, clients and suppliers
- Lead with **empathy** – understand the impact of this change

# Summary

- To thrive when the ground beneath you is shifting needs a very different approach to strategy
- Have a clear vision
- Communicate with clarity
- Plan everything and re-plan regularly
- Agility and adaptability are where it is at
- Leadership is key
- Plan your work and work your plan

# Natural Selection

It is not the strongest of the species that survives, nor the most intelligent.

It is the one most adaptable to change.

Charles Darwin

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# Thank you

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