How To Be Strategic   -Rob Wiltbank

You are being strategic when you **aren't just reacting** to things as they land on you. Instead you are **aligning people** around you into a system, that system is explicitly **designed for your context**, and is intentionally **likely to win attention and resources** even as others also try to win attention and resources. As you get better at thinking strategically, you will **design that system to change over time** such that you aren't just reacting to things as they land on you.

With **Strategic** challenges craftsmanship / execution are not sufficient to reach success. At the strategic level, execution is 'assumed' and instead the keys to success include:

1. You (personally) aren't just reacting: **deal deliberately with your own mind.**
    Label the habits and roles that are most impactful to you.
    > They are commonly influencing you *before you are even aware*.

    Develop your imagination to see things that don't yet exist in your situation.
    > What is missing? It's easy to see what is; it's hard to see what isn't.

    Own this as a fact: you hold delusions about current reality. Seriously.
    > Consider your next steps in light of that likelihood. Practice being confident enough to act decisively, and humble enough to learn and adjust over time.

    If you don't know what you want, you can't be strategic.
    > Because of the 3 points above, it's hard to know what you actually want.
    > People commonly project themselves onto others and want what others want.
    > People commonly want to eat their cake and have their cake; but…tradeoffs.

2. Aligning people into a system: **be intentional with people.**
    People *choose* where & when they exert their energy; organize and inspire this
    > Seek first to understand, then seek to be understood

    Hold the initiative; lead proactively toward goals that they also care about.

    Break through moments appear when practicing the above 2 skills, seize them!

    Organize ahead of anticipated human behavior:
    > Consider their economic interests, psychological habits, and role expectations

3. Design for your context: **know where things actually stand, use resources accordingly.**

    Collaboration / complementors; team up in ways that create new effects

    Co-create the design with those involved and or benefiting (see #2)

    Consider where you are in the arc of time; systems learn & technology advances
        Roger's adoption curve. Christensen's Disruption. Moore's Crossing the chasm

    Resources are hard to accumulate; redesign to deliberately reduce their use.

4. Intentionally win more attention and resources: **compete insightfully.**

    What job are your customers hiring you to do? Consider the value you create from their perspective and refine/increase your value to them; win the job!

    Other people are definitely also trying to win the job, prepare and compete.

    Specialize in your strengths. Evaluate yourself relative to competitors and occasionally to near competitors. Improve your comparative positions.

    Consider whether you are exploring broadly vs. exploiting with focus. Divide your force to find momentum, concentrate your force to accelerate.

5. Things change over time: **Deal deliberately with sequencing and learning.**

    Design sequences of moves, very few things happen in one fell swoop.

    The first best move is often to proactively prepare the situation. Sun Tzu style.
        Build trust & affect, build contextual insight, gather/develop/position resources

    Many things are contingent; when X then Y. What are you tracking/shaping?
        I hate waiting around, but I don't mind waiting to strike.

    Anticipating responses increases speed, speed enables sequencing & learning
        Anticipate by considering, from the perspective of others:
            economic self-interest; what do they believe will drive $
            psychology and habits, what are they afraid of? Turned on by?
            sociology and culture: people & systems mostly repeat themselves

    You will be wrong, commonly. How will you know? What will you do?
        Describe the things that could cause you to reconsider your direction
        There is little value in learning if you can't stop and adjust direction.

    You commonly will not know for sure what to do.
        Establish defaults; create simple rules for when you don't know what to do.
        Ronin rule: when there is doubt, there is no doubt....execute simple rule X.