

'Strategy'

Part 2

Strategy-Ring: Advanced Strategic Planning, using '*Engineering*'

THESE SLIDES



<https://tinyurl.com/StrategyTalk2>

For BCS, Wednesday July 23 2025

Organised by BCS Quality SG, jointly with BCS Business Change SG,
with Hampshire and Dorset Branches

Part 1 Video



<https://tinyurl.com/Strategy1BCSvideo>

PREVIOUS TALK: Strategy Talk Part 1
BCS UK 11 April 2025
Folder for PDF of Slides

<https://tinyurl.com/StrategyPartOne>

Part 1 Slides



<https://tinyurl.com/StrategyPartOne>

Free Book



<https://tinyurl.com/StrategyRing>
370 Pages

This area deals with emerging system reality

Measuring
New Value & Costs

8.

Measure

Learn

7. Deliver REALITY

6. Develop Strategy
To Full Reality

**Evolutionary
Value
Optimization**

**1. Stakeholder
Analysis**

I. Stakeholder analysis

2. Values

**3. Strategy
Plan Spec**

4.
Decompose
5. Prioritise

**Theory
And Planning**

Best model is real system

5.3 Direct correlation
of *Planning Art*
and an
Engineering Process



Maybe we need to **define** each art,
and perhaps describe **how to do it** if people do not know ‘intuitively’.

Or how to do it in a **planning and organization situation**.

And how to **merge it with the engineering** processes?

Planning 'Art'	Related Engineering Method
Listening	Stakeholder Analysis
Praising	Stakeholder Management
Suggesting	Strategy Design
Visualizing/Imagining	Impact Estimation Tables
Analyzing	Systems Engineering
Simplification	Simplify and Optimize Design
Politics	Organizational Strategy
Leadership	Assign Responsibility
Doing it without asking permission	Empowerment
Building Trust	Feedback and Adjust
Timely decision-making	Prioritize Efficiency
Explaining	Sufficient Clarity
Empathy	Stakeholder Analysis
Curiosity	Continuous Improvement
Kindness	Stakeholder Management



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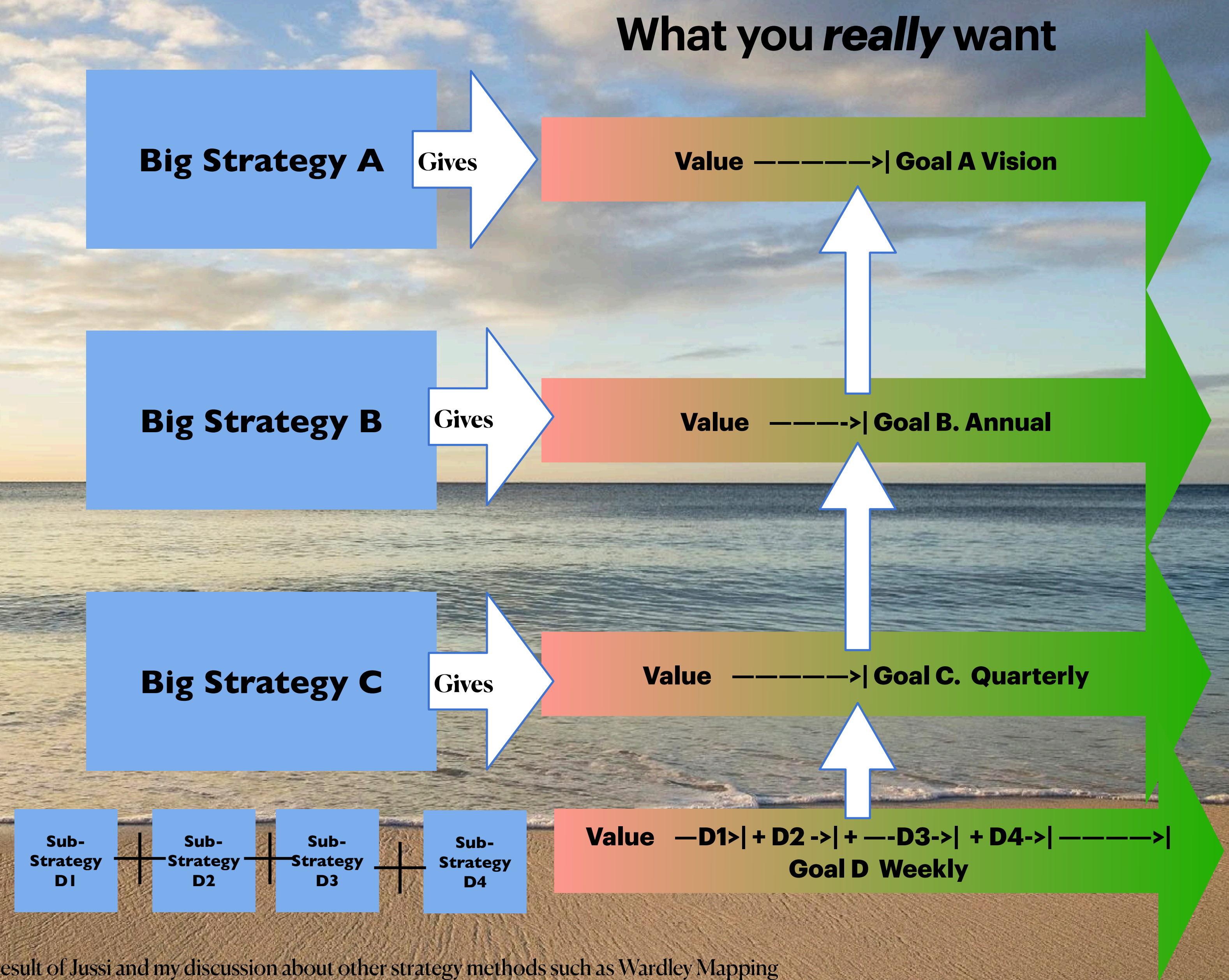
Chapter 18 Defining 'Strategy'

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Visualization of Strategy Components and Relationships

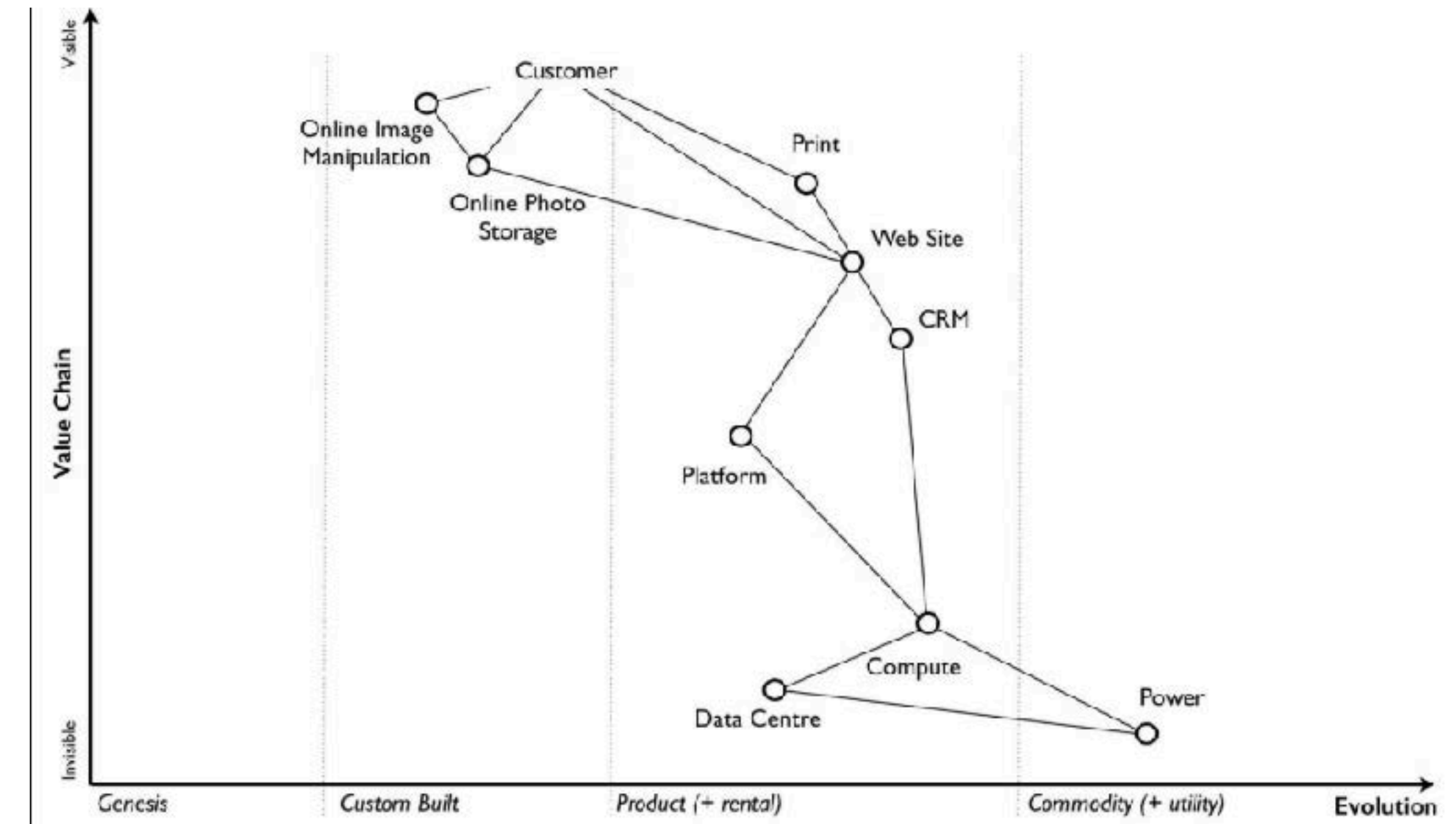


Chapter added 7 April 2025 as a result of Jussi and my discussion about other strategy methods such as Wardley Mapping

9.0 Strategy Visualization

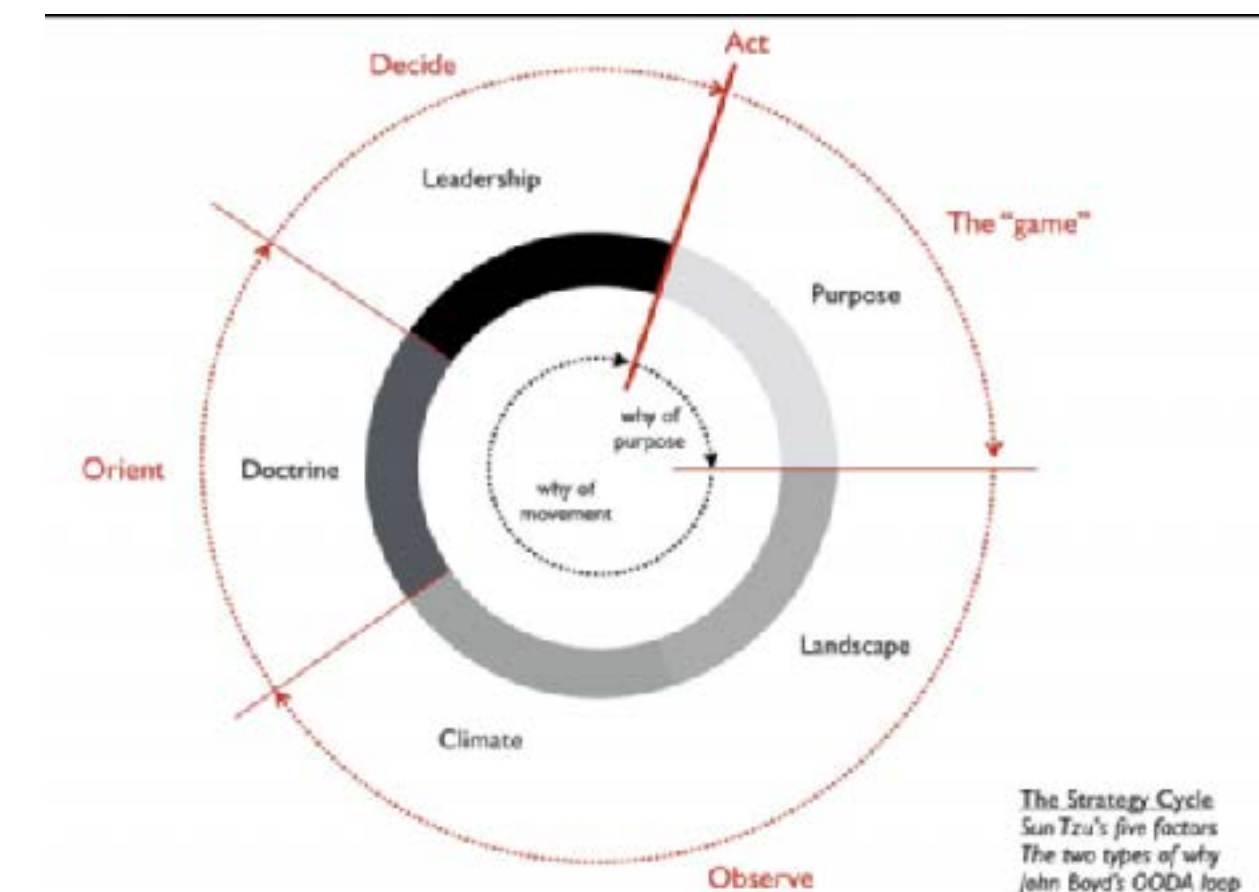
Specification of relationships with something more visual than a sentence or so.

- People, generally, like to *visualize relationships* in diagrams and tables.
- Planguage does too. *A large number of Planguage ('Graphical' and 'Keyed' Icons) are formally defined [CG, Plicons]. This makes it easier to automate, and to learn the graphical conventions.*
- All Planguage specifications can be expressed in tables, or other diagrams (like bar charts; derived directly and selectively from Impact Estimation Tables [VIET, CE])
- Tables help us to visualize a set of ideas, like about stakeholders, or values, along with a selected set of their parameters (like Scale, Goal, Stakeholder and Value)
- Other visualizations, help us to see interesting relationships, between components of a system
- Planguage components are very-well defined [CG], and that includes the *relationships* between them.
- Planguage was designed (by Tom Gilb) to be computer intelligible, and is of course, consequently, very AI intelligible. AI is especially good at generating tables these days (2025). There are many examples this book.
- Consequently, initial Planguage specifications, can generally, be automatically (ValPlan, AI) converted, into a variety of graphical, or visual, representations.
- It is just a matter of keeping the basic Planguage specifications up-to-date, and then, selecting a refresh of the graphical specification you are interested in, including the level of detail and the specification components. [ValPlan] app is especially trained to do this, and we expect AI graphical systems will be better too.



Wardley Mapping Example

https://miro.medium.com/v2/resize:fit:3200/1*naVPldx9ZRvg9JcK6PT6PA.jpeg



9.1 AI Generation of Wardley Map

Perplexity Prompt:

generate a Wardley Map of some stakeholders, objectives and strategies

The image depicts a Wardley Map illustrating the relationship between Stakeholders, Objectives, and Strategies. Here's an interpretation of the map:

- X-Axis (Evolution - Genesis to Commodity): This represents the maturity of components, moving from novel and unstructured (Genesis) to standardized and widely available (Commodity).
- Y-Axis (Value Chain - Visibility to End-User): This measures how visible or impactful a component is to the end-user, with higher values indicating greater visibility.

Key Insights:

- 1. Stakeholders** are positioned high on the Y-axis (0.8), indicating their significant visibility and influence on the value chain. They are relatively early in evolution (X=0.2), suggesting they are not fully standardized or commoditized.
- 2. Objectives** are moderately visible to the end-user (Y=0.6) and are further along in their evolution (X=0.5), implying they are more structured but not yet fully commoditized.
- 3. Strategies** are low in visibility (Y=0.4) but highly evolved (X=0.8), indicating they are well-defined and standardized but operate behind the scenes.

This map helps visualize how different elements interact within a system, aiding in strategic planning and prioritization.

7

Wardley Map of Stakeholders, Objectives, and Strategies



<https://www.swarm.work/blog/ai-without-strategy-is-just-hype--simon-wardley-on-mapping-ai-adoption>

9.2 Planguage Visualization, Example

- This [ValPlan] example from the [SEA] Architecture book.
- Is *generated automatically* from basic detailed specifications of stakeholders, values (aka requirements), and strategies (aka architecture)
- It shows the detailed relationships between them, *better than tables* can do.
- In this case the large number of stakeholders which are *not related to any value or strategy* are risks to the project.

A stakeholder can have many value requirements, a value requirement can have many stakeholders. A stakeholder without a value requirement is not a real stakeholder, or we are missing a requirement for them. All Values must have some supporting architecture. Charts like this are possible as a consequence of Planguage digitization (ValPlan app). Things are a little messy at this early stage (2-3 days work) of drafting architecture.

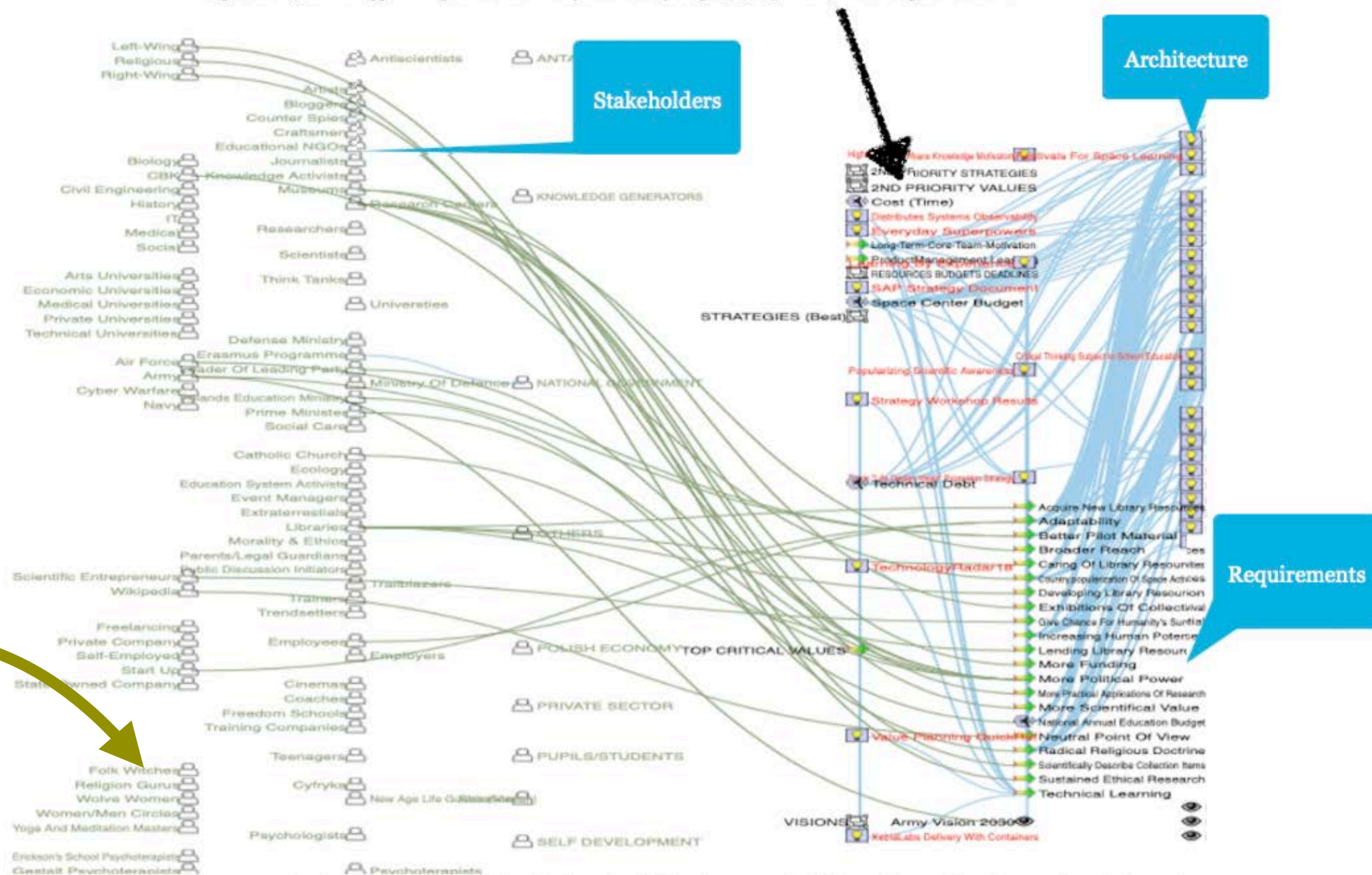


Figure 1.1 B ValPlan diagram, mapping from digital object relationship data, the relations between stakeholders, values, and architecture (Knowledge Project Poland, Masterclass 2018). Planguage and ValPlan are strong on continuous real-time tracking, of critical relationships.

9.3 Visualization

People like '**visualization of strategic thinking**'.

- Planguage gives the **precision and clarity of digitalization and quantification**,
- together with the capability of **visualization of all aspects** of any Planguage models
- Often we get **visualization 'automatically'**
 - (as in [ValPlan] tool) or using spreadsheet charts. Bar Charts, Spiderweb diagrams.

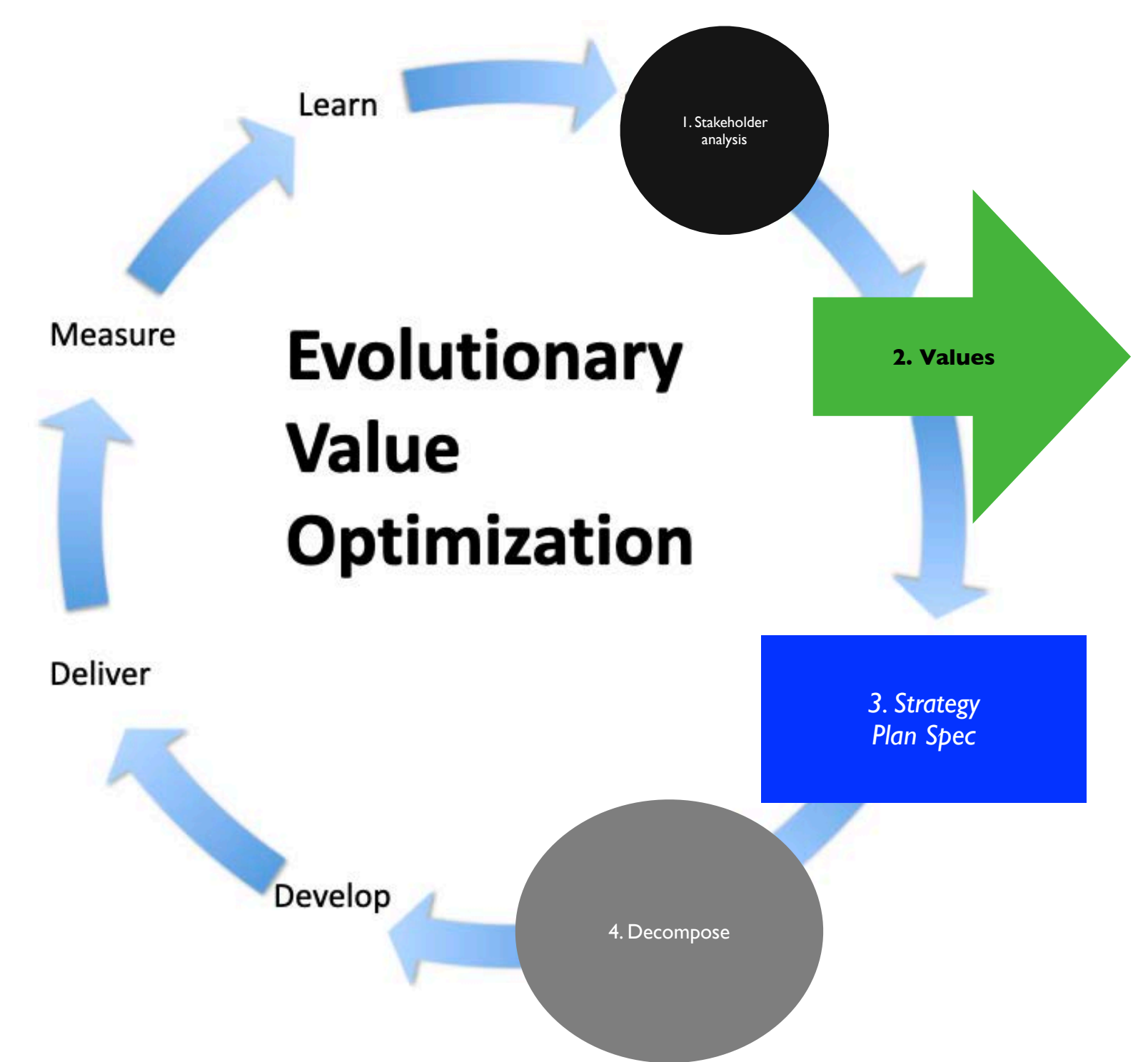


Fig 9.3.1 Visualizing the Process of high level determination of battlegrounds (Markets, Products) and Battle Forces (actual Products/Services)

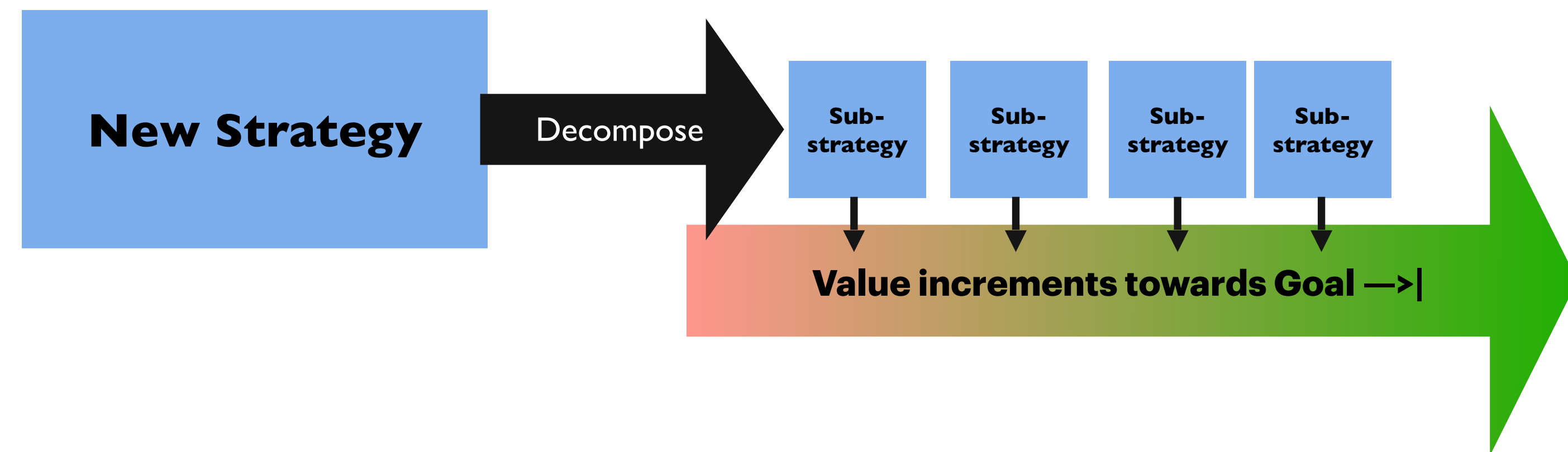


Figure 9.3.2 Visualizing the process of relating strategies to value delivery

9.5

Means (= Strategies) & Ends (= Value Goals)

How you 'imagine', you will get, what you want

What you *really* want

Share Value Growth

Share Dividend

Profit

Sales

Product Quality

Design Skill Competence

Rewards for Skilled Designers

Strategy *Attributes*

Example

Big Strategy A

Gives

Value ----->| Goal A Vision

Big Strategy B

Gives

Value ----->| Goal B. Annual

Big Strategy C

Gives

Value ----->| Goal C. Quarterly

Sub-Strategy D1

Sub-Strategy D2

Sub-Strategy D3

Sub-Strategy D4

Gives

Value -D1>| + D2 ->| + ---D3->| + D4->| ----->| Goal D Weekly

Causes

Causes

Causes

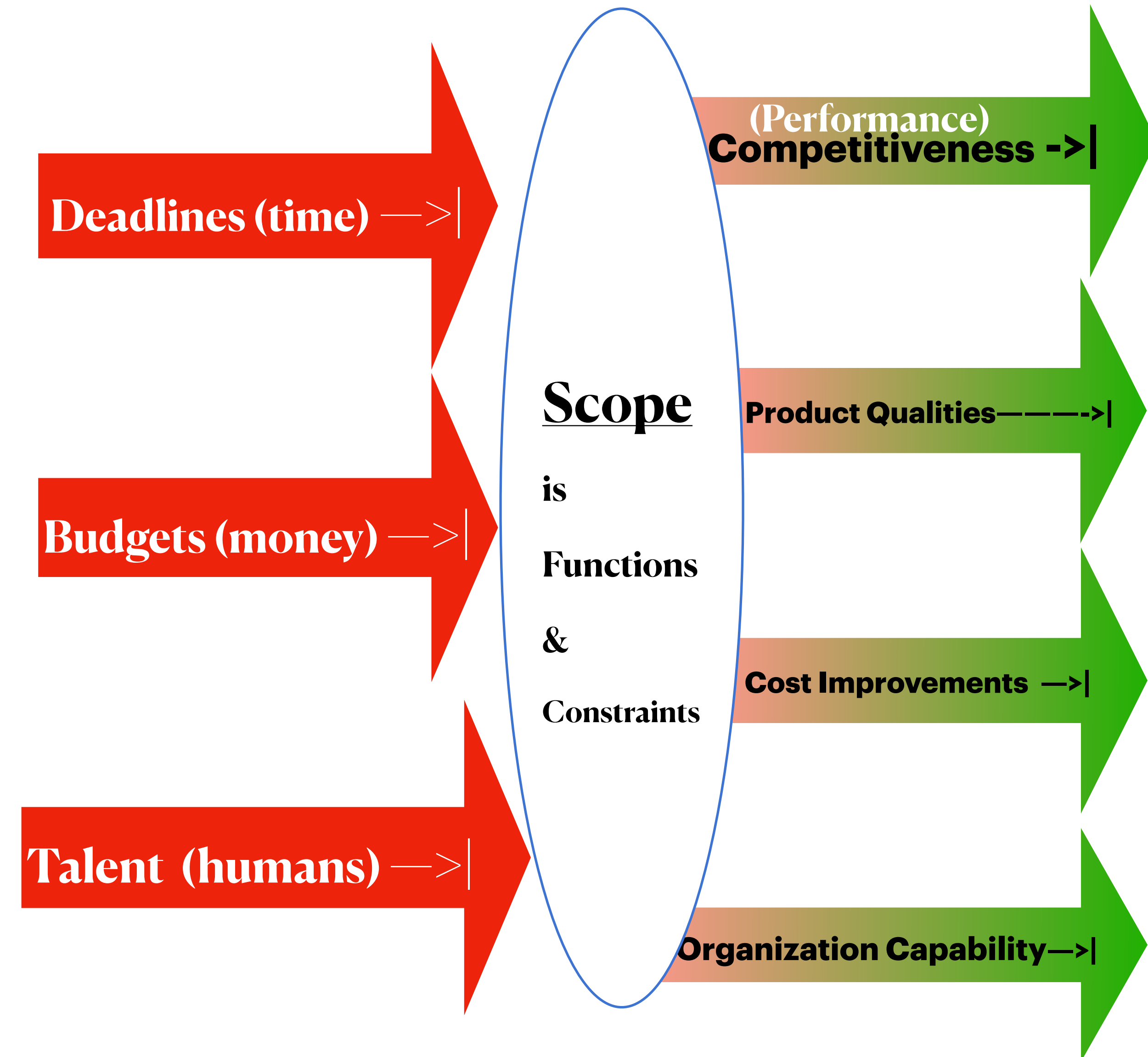
Strategy *Hypothesis*

Note: Planguage can also
Visualize this hierarchical
Set of strategic plans
In the form of Impact Estimation
Tables

9.6 Visualizing Values and Costs as ‘valriables’ and sets of attributes

- Many planners actually limit their thinking to system functions (features). Sometimes calling them ‘strategies’.
- They have not been trained to think in terms of multiple quantified values, and multiple quantified resources/costs.
- This basic **Planguage diagram format (in [CE]) brings out any useful set of values and costs (value/costs = efficiency and profit) for presentation and focus.**
- It does so much more clearly, than a bullet-pointed set of sentences of words.
- It helps clarify the primary, critical, strategy ideas (strategic values and resources), and to avoid over-emphasis on the secondary ‘strategy hypotheses’.
- It is based on standard defined graphical icons, in Planguage [CG, Plicons].

Strategic Attributes



9.6 Multiple Strategies impact Multiple Values: Which strategy is most ‘efficient’?

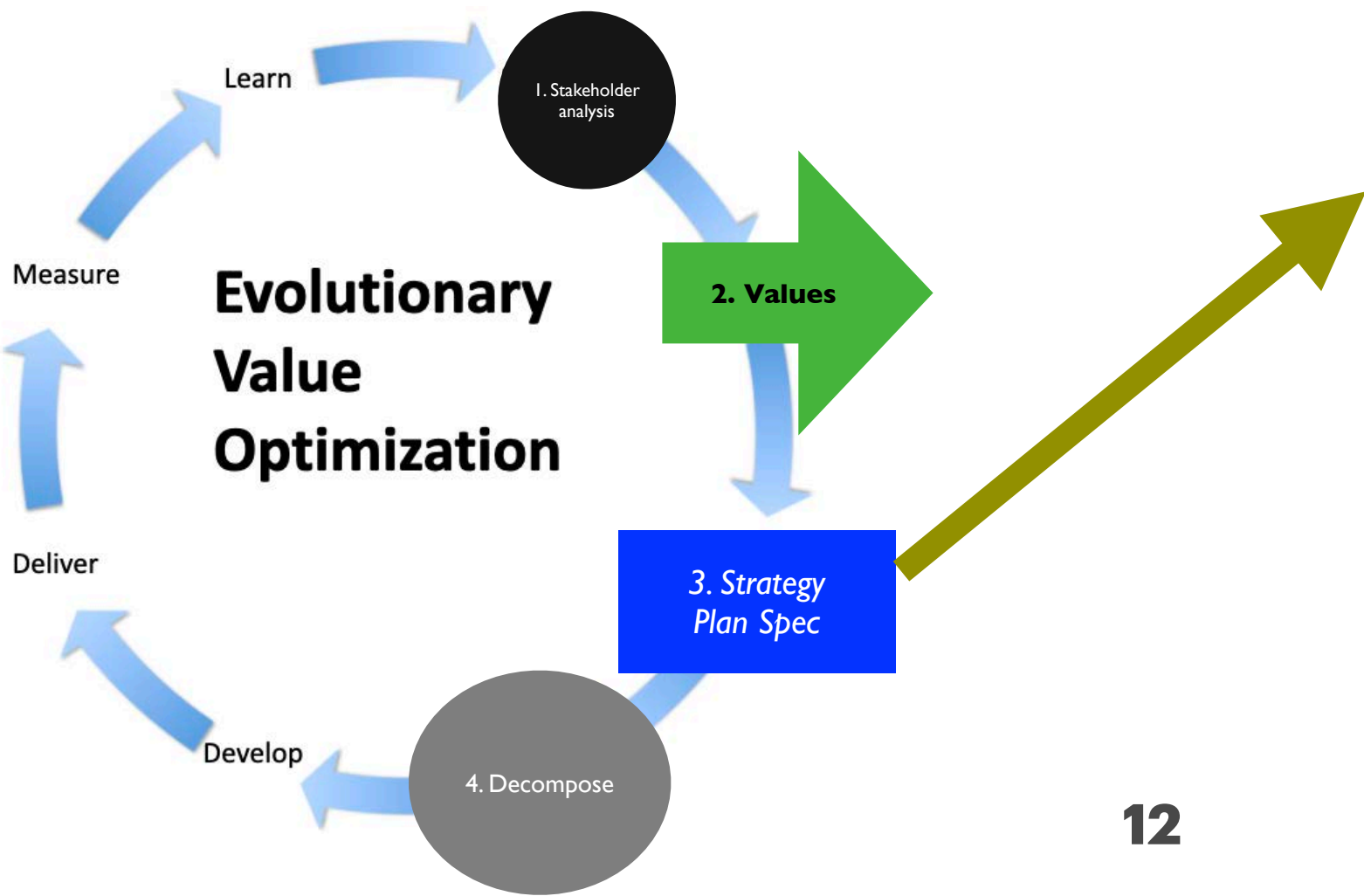
Visualizing, as a table (easily converted into bar charts) the numeric relations between Values/Costs and Strategies

PROMPT: Now give me an impact estimation table, 10 strategic values x 10 Strategy hypotheses, for the short term tolerable level in 3 years.

The columns are 1. Value tag, 2 Scale of Measure, 3. Tolerable Level (3 years), then the 15 Strategies, in order of Cost Effectiveness 1 to 15, the estimation cell is % of way to Tolerable level in 3 Years..

The bottom row is Efficiency Priority (Average % -value over Costs (Capex divided by 3 years, annual cost)

Strategy —>	Value	Scale	Tolerable	S9:CldOpt	S10:RefProg	S8:AgileDev	S11:DataSec	S14:UnivPrt	S7:ContMkt	S3:NicheMkt	S6:TrainPlat	S1:Partners	S15:CustSucc
ROI	%	10 %	5 %	0.5%	1 %	0.5%	0.5%	2 %	1 %	1 %	3 %	0.1%	
Accuracy	%	95 %	0 %	0 %	5 %	2 %	10 %	1 %	5 %	10 %	2 %	10 %	
Time Savings	% Reduction	50 %	0 %	0 %	10 %	0 %	0 %	5 %	10 %	5 %	5 %	0 %	
Market Share	%	5 %	1 %	1 %	0.5%	0.1%	0.1%	2 %	1 %	0.1%	1 %	0.1%	
Client Retent	%	90 %	0 %	10 %	10 %	0 %	0 %	5 %	5 %	20 %	10 %	10 %	
Data Security	# Breaches	0	0 %	0 %	0 %	95 %	0 %	0 %	0 %	0 %	0 %	0 %	
System Uptime	%	99.9%	90 %	0 %	5 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	
Scalability	# Users	1000	90 %	0 %	5 %	0 %	0 %	0 %	0 %	0 %	0 %	0 %	
Revenue/Emp	\$	\$200k	10 %	1 %	5 %	1 %	1 %	5 %	1 %	1 %	5 %	1 %	
Cust Satisf	#	9	0 %	10 %	10 %	0 %	0 %	10 %	5 %	20 %	10 %	20 %	
Strategy Efficiency —>			-0.015	0.065	0.077	0.543	0.015	0.045	0.018	0.041	0.026	0.037	



An ‘Impact Estimation Table’ [VIET]

To get a quick idea of which *strategy* will give us most ‘*bang for the buck*’ (= Efficiency), and this should be done *early*.

9.7 A ‘Strategy Engineering’ Real Example, using AI Perplexity

Tables for *Visualizing*
Stakeholders sets and their Values

PROMPT:

We are going to do a demo of Strategy Engineering, using the Strategy-Ring book pdf.

I will use a real company Graphmetrix.com, which is a multinational startup, HQ in USA. I am an investor.

The product is specialist AI Software, which can read any blueprints and make far more detailed sense of them than any previous software. It builds digital models from the blueprints.

It is just now, after years of development, getting first real contracts and payments.

There is no visible competition. And great practical interest from the market.

As first exercise list 15 most critical stakeholders, and for each, list 3 main critical values or constraints.

Then define 15 of the most critical values or constraints in a table in Planguage, using Ambition, Scale of Measure, Meter, Status Level, Tolerable level (5 years), Goal Level (10 years), 5 most critical stakeholders, References to relevant literature.

Stakeholder	Value/Constraint 1	Value/Constraint 2	Value/Constraint 3
1. Investors (You)	ROI (Return on Investment)	Capital Preservation	Long-Term Growth Potential
2. Founders/Management	Company Valuation	Product Vision Realization	Operational Control/Autonomy
3. Employees (Engineers)	Job Security	Professional Development	Meaningful Work/Impact
4. Early Adopter Clients	Accuracy of Blueprint Interpretation	Time Savings in Model Creation	Integration with Existing Systems
5. Potential Clients	Cost Savings compared to alternatives	Improved Design Quality	Competitive Advantage through AI
6. Strategic Partners	Revenue Sharing/Profitability	Technology Integration Opportunities	Market Expansion Potential
7. Regulatory Bodies	Compliance with Data Privacy Laws	Adherence to Industry Standards	Ethical Use of AI
8. Future Employees (Sales)	High Earning Potential	Career Advancement Opportunities	Company Reputation/Culture
9. Suppliers (Cloud Services)	Reliable Infrastructure	Scalability of Services	Predictable Costs
10. Local Community (HQ)	Job Creation		Environmental Responsibility
11.	Loan Repayment		Collateral Value (if applicable)
12.	Positive Reviews/Ratings		Innovation in AI for Blueprint Analysis
13.	Ease of Product Integration		Access to New Markets
14.	Collaboration Opportunities		Validation of AI Algorithms
15. Government (Tax)	Compliance with Tax Laws		National Technological Advancement

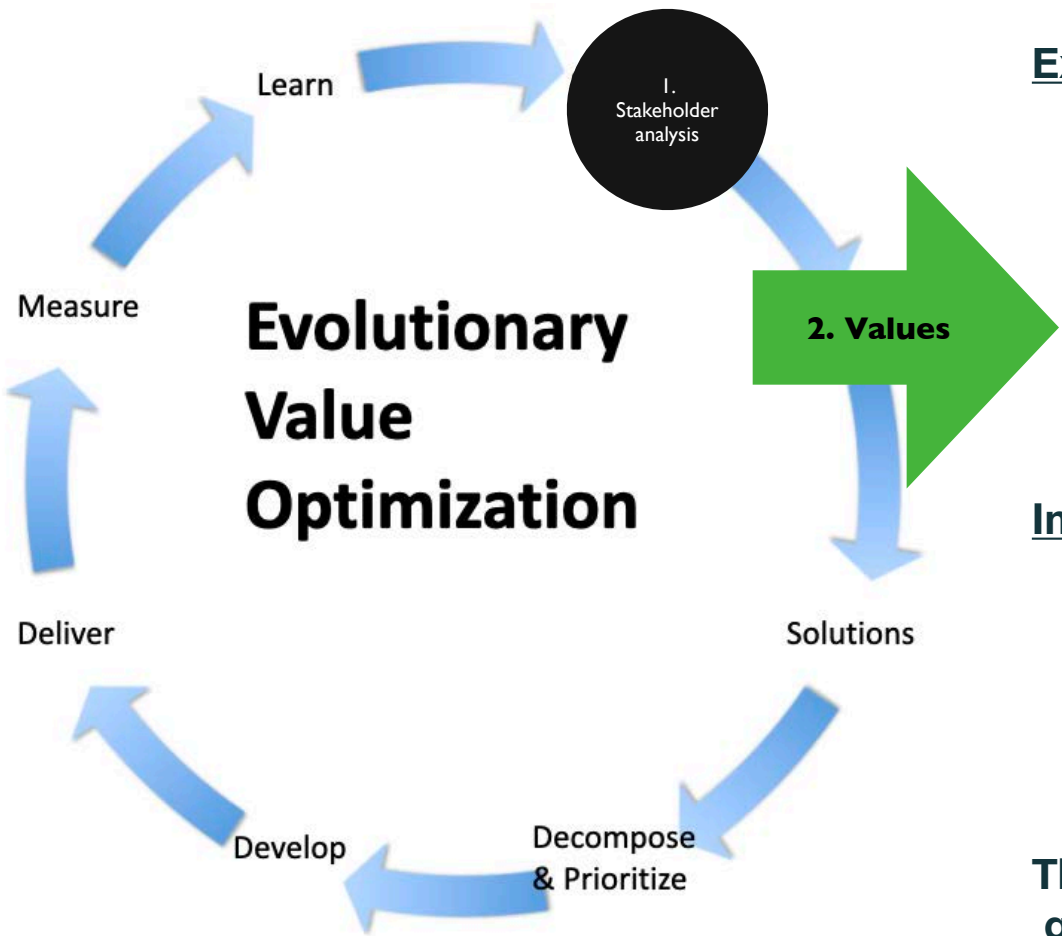
Notice how the *Evo-cycle* graphic is used to clarify the *table* graphic?

9.8 The 10-Year Vision

‘Strategy Attributes Hypothesis’

PROMPT:

“Then define 15 of the most critical values or constraints in a table in Planguage, using Ambition, Scale of Measure, Meter, Status Level, Tolerable level (3 years), Goal Level (10 years), 3 most critical stakeholders, References to relevant literature.”



Explanation of Columns:

- **Ambition:** The name of the value or constraint.
- **Scale of Measure:** How you will quantify the ambition.
- **Meter:** The specific way you will measure the scale.
- **Status (Now):** The current level of the metric.
- **Tolerable (3yr):** The minimum acceptable level in 3 years.
- **Goal (10yr):** The desired level in 10 years.
- **Stakeholders:** The key stakeholders who care about this ambition.
- **References:** Where you get the data or justification for these numbers.

Important Considerations:

- **Realism:** While ambitious goals are good, make sure they are grounded in reality.
- **Measurability:** If you can't measure it, you can't manage it. Choose metrics that are easily tracked.
- **Alignment:** Ensure these values and constraints are aligned with the overall vision for Graphmetrix.
- **Stakeholder Input:** Involve key stakeholders in defining these values to ensure buy-in.

This detailed table will be a solid foundation for your Strategy Engineering demo, giving you concrete data to work with as you explore different strategic options for Graphmetrix. Good luck!

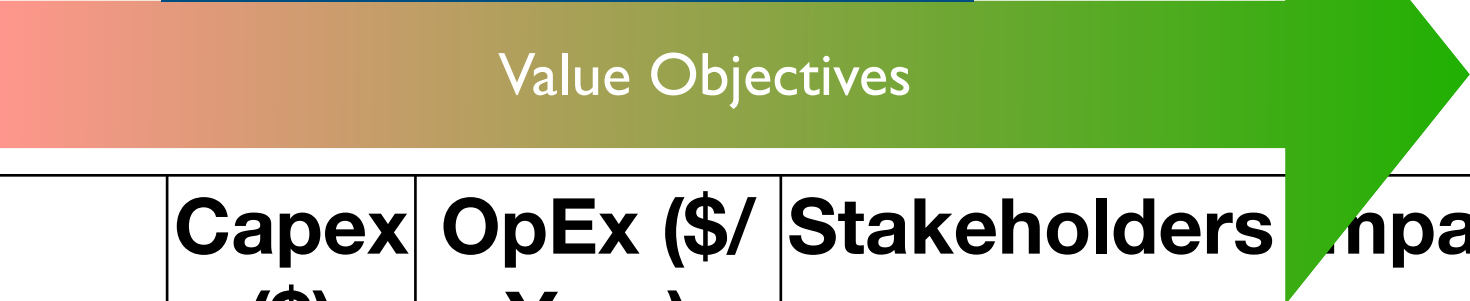
Strategy attributes hypothesis

Ambition	Scale of Measure	Meter	Status (Now)	Tolerable (3yr)	Goal (10 yr)	Stakeholders	References
Data Security	Number of Breaches	Security Incidents per Year	0	0	0	Clients, Regulatory Bodies, Management	Security Audits, Compliance Reports
Employee Turnover	Percentage	Employees Leaving / Total Employees	20 %	10 %	5 %	Employees, Management, Investors	HR Records, Exit Interviews
Market Share	Percentage	Graphmetrix Revenue / Total Market Revenue	0.1%	5 %	25 %	Investors, Management, Employees	Market Research Reports, Competitor Analysis
ROI	Percentage	Net Profit / Total Investment	0 %	10 %	30 %	Investors	Financial Reports, Investment Analyses
Time Savings	Percentage Reduction	(Old Time - New Time) / Old Time	20 %	50 %	90 %	Clients, Engineers, Management	Case Studies, Performance Benchmarks
Client Retention	Percentage	Clients Renewing Contracts / Total Clients	80 %	90 %	98 %	Investors, Management, Sales	CRM Data, Client Satisfaction Surveys
Brand Reputation	Numerical Score (1-10)	Based on Surveys, Social Media Analysis	6	8	9	Clients, Investors, Management	Market Research, Social Media Monitoring
Customer Satisfaction	Numerical Score (1-10)	Based on Customer Satisfaction Surveys	7	9	10	Clients, Management, Sales	Customer Feedback, CRM Data
IP Protection	Number of Patents	Granted Patents for Core AI Algorithms	1	5	20	Investors, Management, Engineers	Patent Filings, Legal Documentation
Scalability	Number of Users	Maximum Concurrent Users Supported	100	1000	100000	Clients, Suppliers, Management	Performance Testing Data, Capacity Planning
Cost of Goods	Currency (USD)	Cost to Deliver AI Service per Blueprint	\$10	\$5	\$1	Investors, Management, Clients	Financial Reports, Cost Accounting
Revenue/Employee	Currency (USD)	Total Revenue / Number of Employees	\$50k	\$200k	\$500k	Investors, Management, Employees	Financial Reports, HR Data
Accuracy	Percentage	Correctly Interpreted Elements / Total Elements	70 %	95 %	99.99%	Clients, Management, Engineers	Product Testing Data, Client Feedback
System Uptime	Percentage	System Online Time / Total Time	99 %	99.9%	99.999%	Clients, Suppliers, Management	System Monitoring Data, Service Level Agreements
Compliance	Boolean (Yes/No)	Compliance with GDPR, CCPA, etc.	Yes	Yes	Yes	Clients, Regulatory Bodies, Management	Legal Reviews, Compliance Certifications

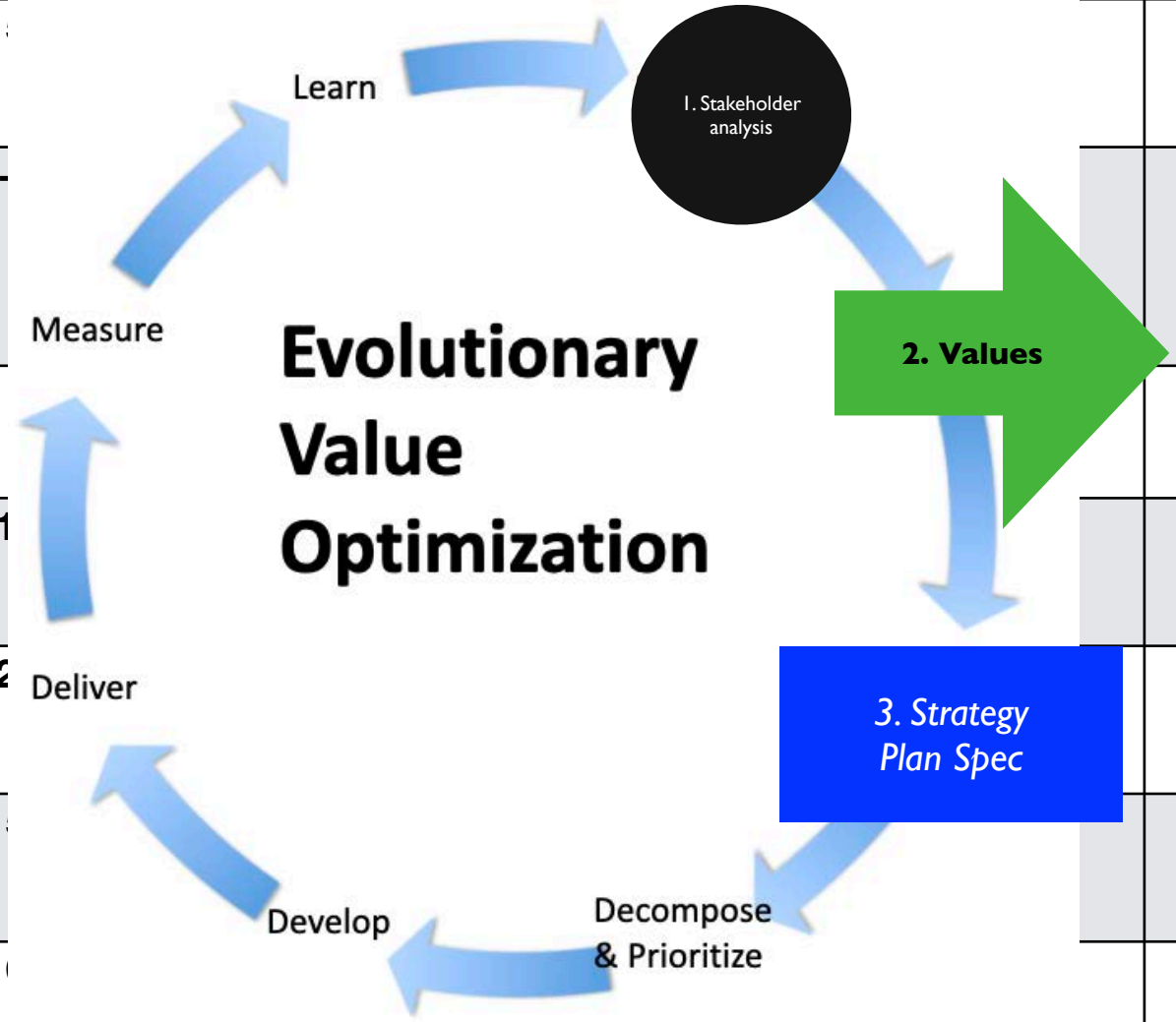
9.9 Visualizing the Strategy Hypotheses: The SET of them.

PROMPT: “Now I want 15 cost/effective strategies to meet as many values and as much of the Goal at lowest costs. First table is Strategy Tag, Description (20 words max), Several real references to literature for it, Next column: list 3 values it impacts, Then Estimate Capex \$, Then Estimate OpEX \$ Annually, Then list 3 main stakeholders it impacts, then Rank it (1 to 15 Best) in terms of total Value for Costs (Capex & Opex)”

←Strategy Spec →

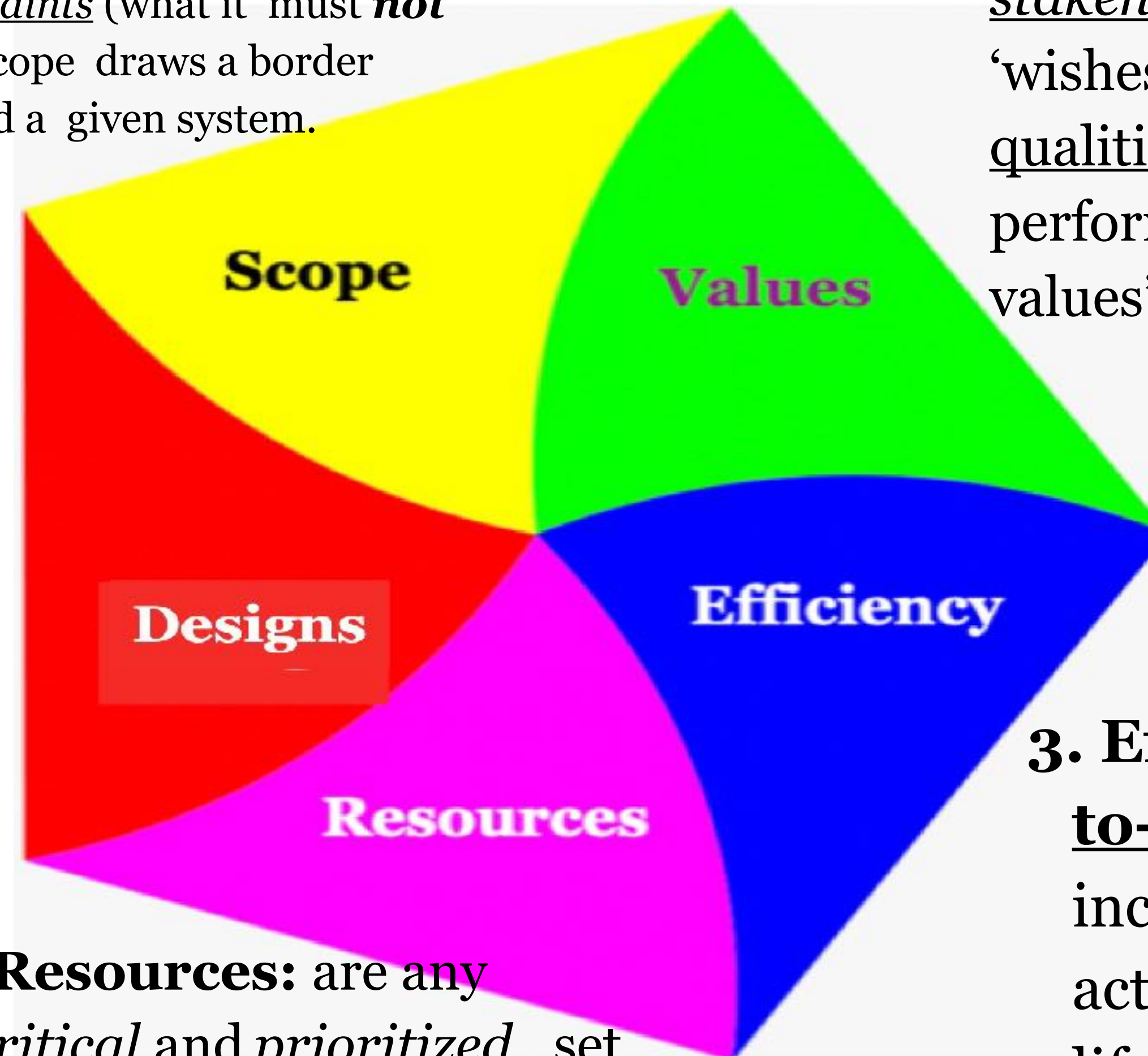


Strategy Tag	Description (20 words max)	References	Values Impacted	Capex (\$)	OpEx (\$/ Year)	Stakeholders Impacted	Rank (Value/ Cost)
1. Strategic Partnerships	Collaborate with existing design software vendors for integration.	"The Innovator's Dilemma" (Christensen), "Open Innovation" (Chesbrough)	Market Share, Client Retention, Brand Reputation	50,000	100,000	Clients, Strategic Partners, Investors	5
2. Freemium Model	Offer basic functionality for free to acquire users; upsell for advanced.	"Free: The Future of a Radical Price" (Anderson)	Market Share, Customer Acquisition Cost	20,000	50,000	Potential Clients, Investors, Management	8
3. Focus on Niche Market	Target specific architectural segments (e.g., hospitals) initially.	"Blue Ocean Strategy" (Kim & Mauborgne)	Market Share, Client Retention, Accuracy	10,000	30,000	Early Adopter Clients, Sales, Management	2
4. Open API	Allow third-party developers to build on Graphmetrix's platform.	"Platform Revolution" (Parker, Van Alstyne, Choudary)	Scalability, Innovation, Brand Reputation	30,000	75,000	Developers, Clients, Strategic Partners	7
5. AI Model Refinement	Invest in ongoing AI model training using real-world blueprint data.	"Deep Learning" (Goodfellow, Bengio, Courville)	Accuracy, Time Savings, Customer Satisfaction	100,000	200,000	Clients, Engineers, Management	6
6. Online Training Platform	Create self-service training for clients to maximize product usage.	"The 7 Habits of Highly Effective People" (Covey)	Client Retention, Customer Satisfaction	40,000	80,000	Clients, Sales, Support	9
7. Strategic Content Marketing	Create valuable content demonstrating the benefits of AI blueprint analysis.	"Content Rules" (Handley & Chapman)	Brand Reputation, Market Share, Lead Generation	10,000	40,000	Potential Clients, Investors, Sales	3
8. Agile Development Process	Iteratively develop features based on client feedback.	"Agile Software Development" (Highsmith)	Customer Satisfaction, Product Quality	0			4
9. Cloud Infrastructure Optimization	Reduce cloud computing costs through efficient resource allocation.	"The Lean Startup" (Ries)	Cost of Goods, Scalability	0			1
10. Referral Program	Incentivize existing clients to refer new customers.	"Contagious: Why Things Catch On" (Berger)	Market Share, Customer Acquisition Cost	5,000			10
11. Data Security Focus	Implement robust security measures to protect client data.	"The Phoenix Project" (Kim, Behr, Spafford)	Data Security, Brand Reputation, Compliance	75,000			12
12. Talent Acquisition (AI)	Recruit top AI talent to enhance product capabilities.	"Drive: The Surprising Truth About What Motivates Us" (Pink)	Accuracy, Innovation, Employee Turnover	50,000			13
13. Conference Sponsorships	Attend industry conferences to network and showcase Graphmetrix.	"The Tipping Point" (Gladwell)	Brand Reputation, Lead Generation	25,000			14
14. University Partnerships	Collaborate with universities on research and development.	"The Fifth Discipline" (Senge)	Innovation, Accuracy, Talent Acquisition	15,000			11
15. Dedicated Customer Success	Provide proactive support to help clients achieve their goals.	"The Effortless Experience" (Dixon, Toman, DeLisi)	Client Retention, Customer Satisfaction	30,000	100,000	Clients, Sales, Support	15



1. **Scope:** is the specified set of stakeholder- and system-functions (what it must **do**) and constraints (what it must **not** do). Scope draws a border around a given system.

2. **Values:** is the specified set of stakeholder values ('wants', 'needs', 'wishes', 'visions') and system qualities, including system performance attributes ('*potential values*' for stakeholders).



5. **Designs:** are any types of 'implementable ideas' (designs, **strategies**, architecture, solutions) which we use, in order to deliver Values, within Constraints.

4. **Resources:** are any *critical* and *prioritized*, set of *limited* resources for the system lifecycle, such as time, money, people, space.

3. **Efficiency:** is 'effectiveness-to-costs ratio'. *Effectiveness* includes all stakeholder-values actually *delivered*. The costs are life-cycle costs, not just 'capital' costs. This is a view outside the black box of Designs.

9.11 ETX (more later)

A Fractal Scale-Free Meta-Strategy

- ‘ETX’ is a way of **visualizing** any work process, at any level of abstraction, and any degree of intellectual process or physical process.
- I used it extensively in defining ‘Planguage’ in my Competitive Engineering book [CE].
- In the context of this Strategy book I am going to
 - present ETX as a tool for *defining any strategy process*
 - present ETX as a *tactical strategy design component*:
 - a way of implementing any specific strategy idea of what to do,
 - in a far more disciplined way than you might otherwise do.
 - as a strategy for overall organizational process improvement as a long-term adaptive process.
- **ETX structure helps us visualize the process**

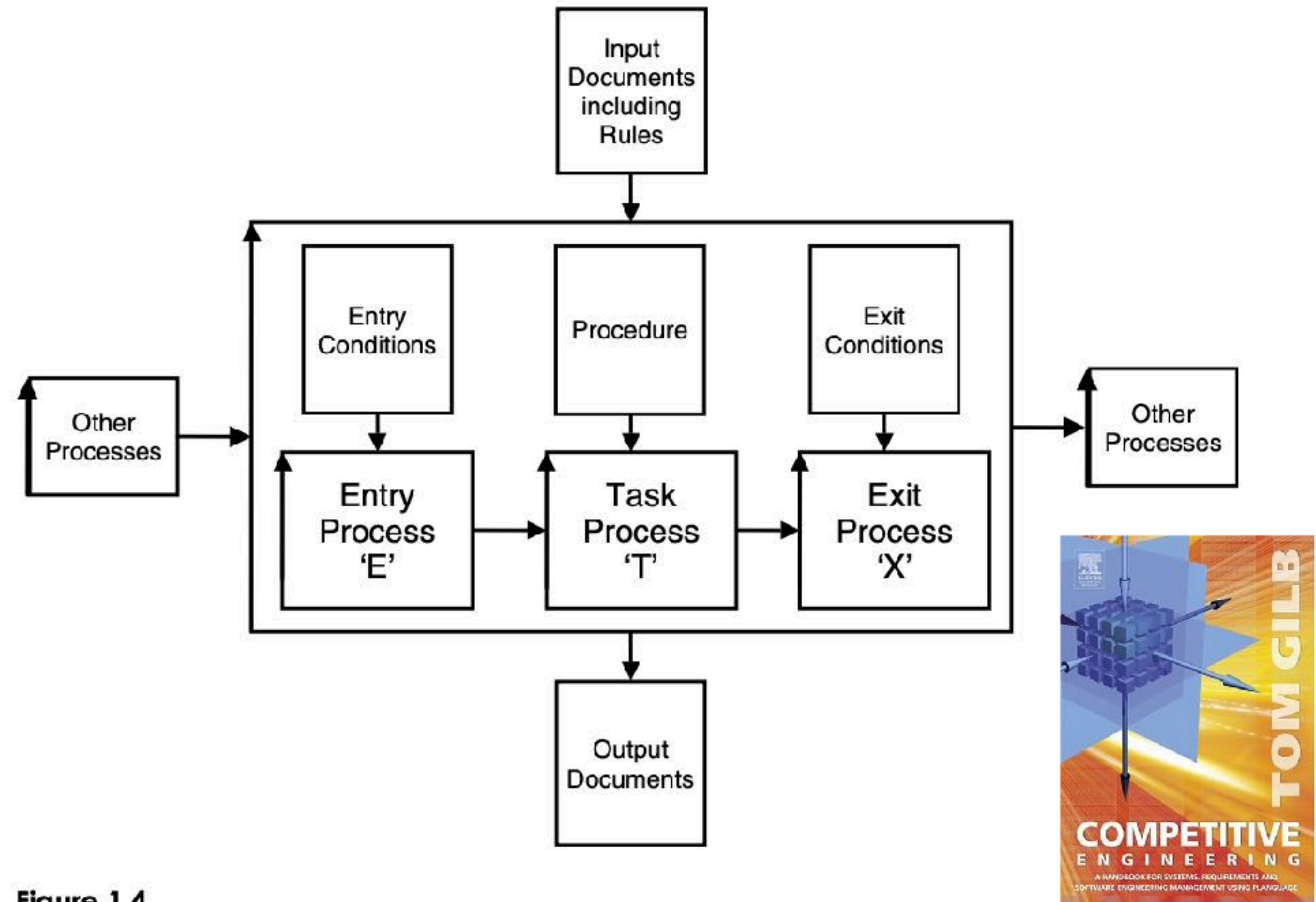
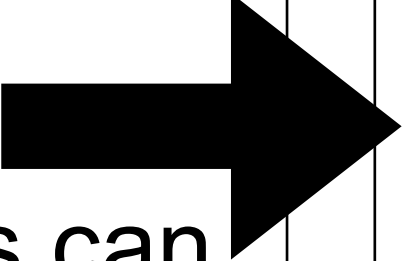


Figure 1.4

Diagram of a simple process showing its sub-processes and its relationship to other processes and documents. The input documents for each process include the rules, the entry conditions, the procedure and the exit conditions. The diagram also shows how the ‘ETX’ concept for a process is derived. A rectangle is the symbol for a ‘written document.’ A rectangle with arrow is a ‘process’ symbol. An example of such a process could be ‘Requirement Specification.’

Source [CE] book, which is a detailed example of using ETX

9.12. Graphical Language

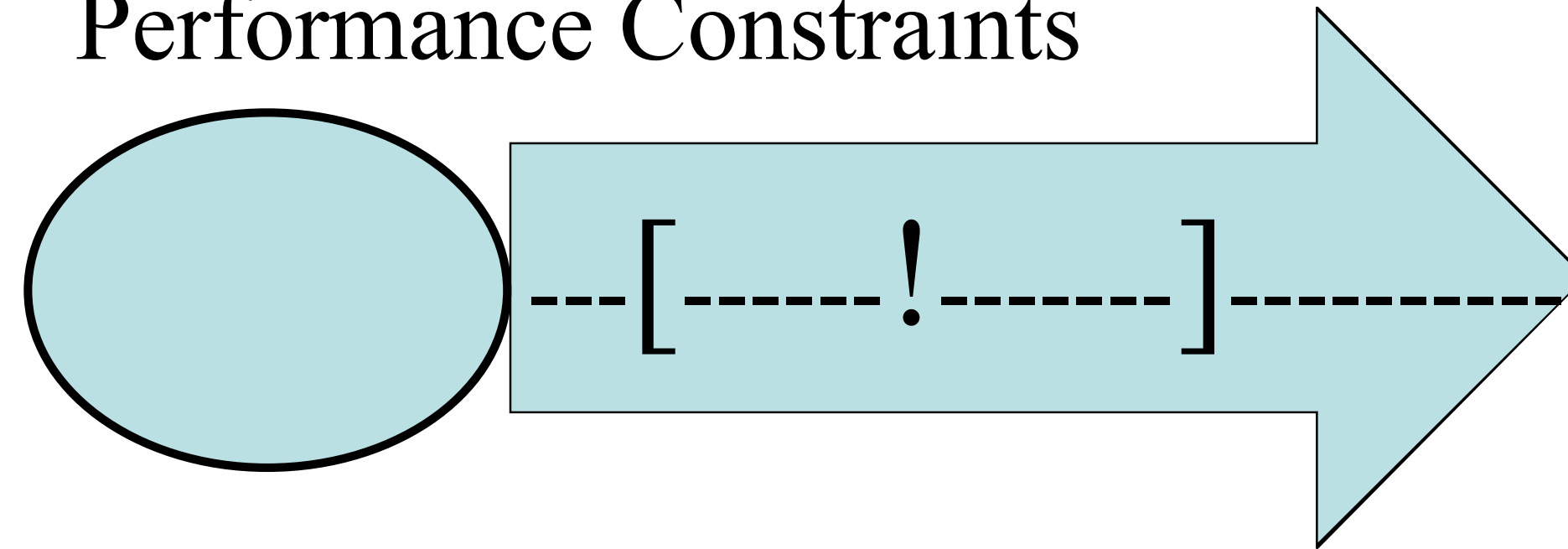
- For many concepts we have defined graphical symbols
- Keyed Icons: 
 - So that symbols can be keyed in combination with text specification
 - Similar to corresponding drawn icons
- Drawn icons:
 - Suitable for graphical presentation
- Why?
 - International language
 - Avoids debates over word choice
 - Short notation

PLANGUAGE TERM	Keyed ICON
<i>Planguage Concept</i>	
Gist:	Σ
Ambition Level:	@.Σ
Scale:	- - -
Meter:	- ? -
<i>TARGETS</i>	
Goal:	>
Stretch:	>+
Wish:	>?
<i>CONSTRAINTS</i>	
Fail:	>>
Survival Limit:	[]
<i>SYSTEM SPACE CONDITIONS</i>	
<i>Time, Place & Event</i>	[qualifier conditions]
<i>Background Information:</i>	
Source:	<-
Comment:	"text."
<i>BENCHMARKS</i>	
Past:	<
Record:	<<
Trend:	?<

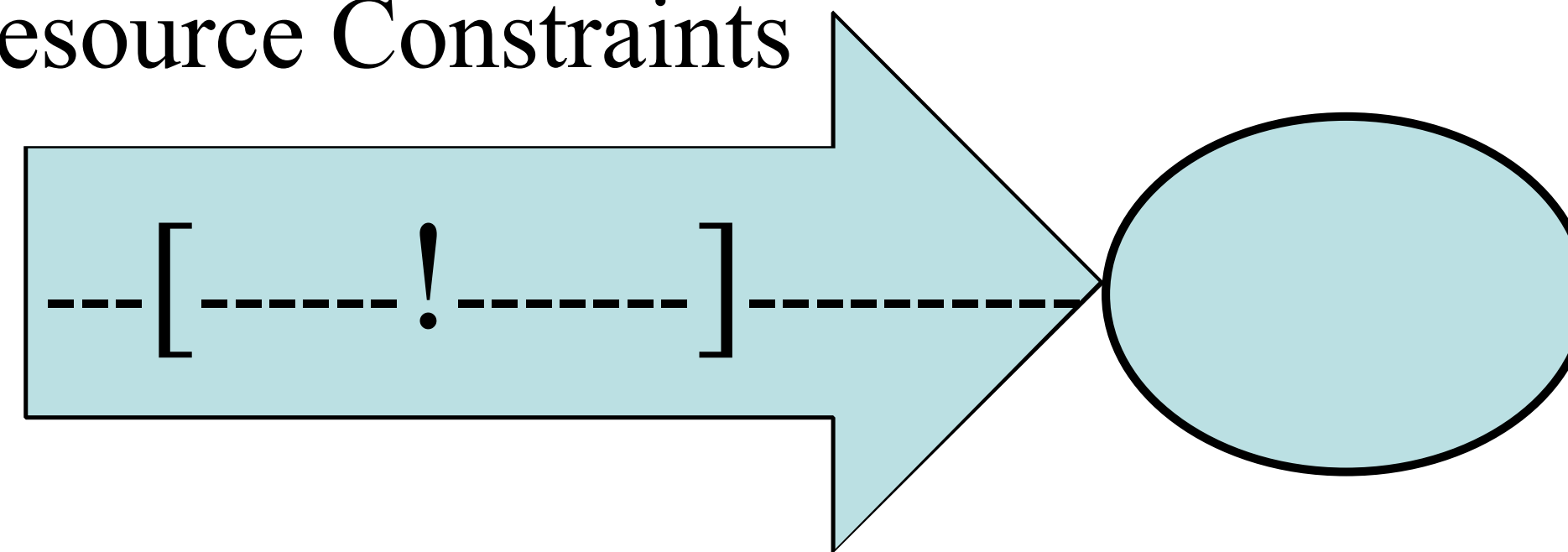


9.13. Constraint Graphics

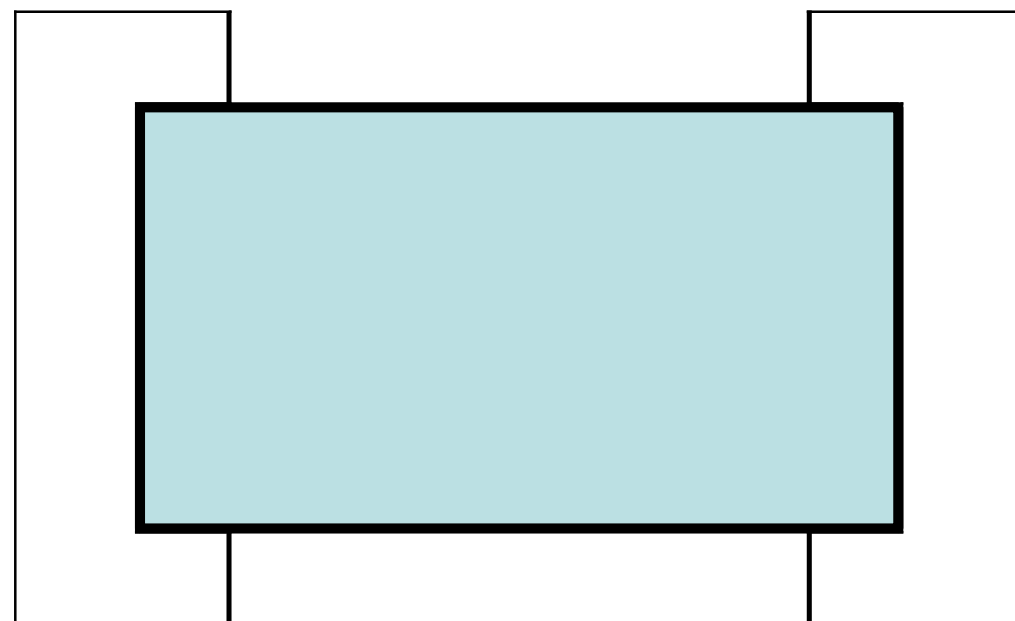
Performance Constraints



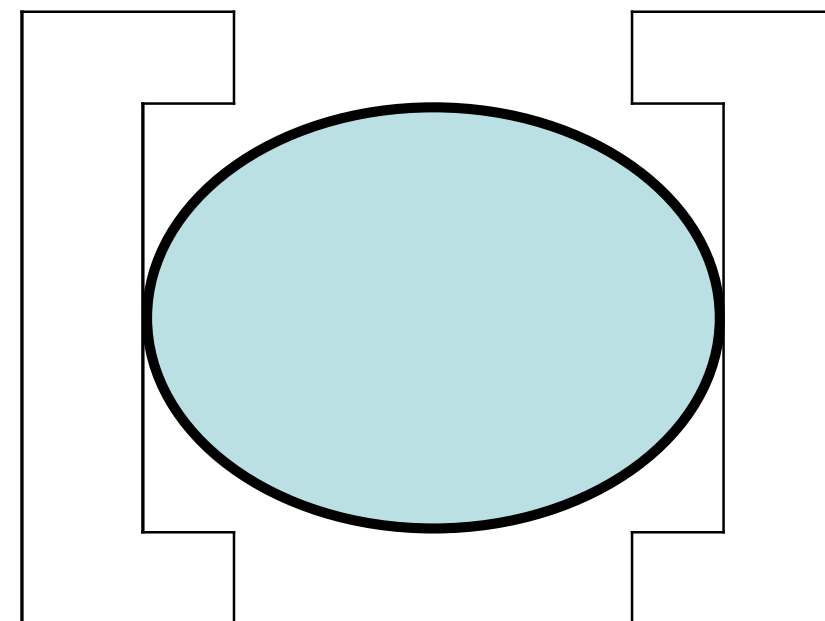
Resource Constraints



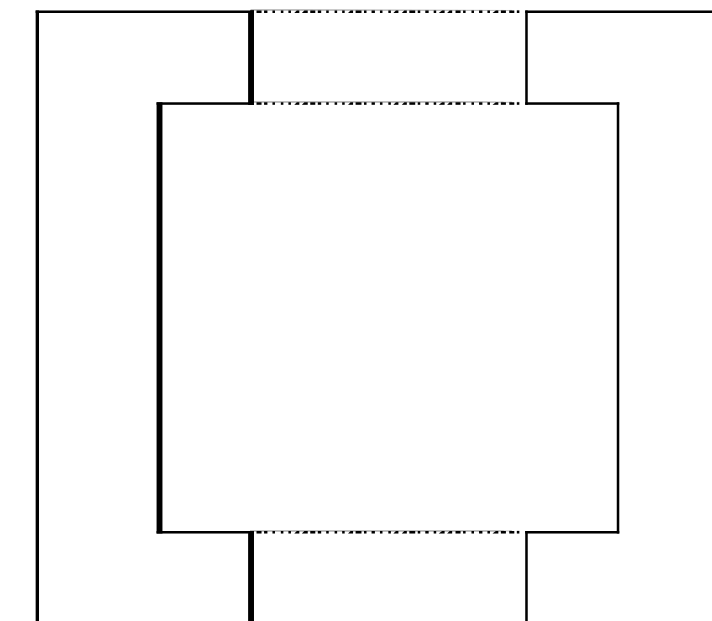
Design Constraint



Function Constraint



Condition Constraint



Chapter 10

Example of vastly improving conventional strategy advice, like Roger L Martin’s



<https://www.youtube.com/watch?v=iuYlGRnC7J8>

Planning Values / Methods	Gilb's Planguage	Roger L. Martin's Playing to Win	Hamilton Helmer's 7 Powers	Richard Rumelt's Good Strategy/Bad Strategy
Stakeholder Analysis	Extensive	Moderate	Limited	Moderate
Quantification	Strong emphasis	Limited	Moderate	Limited
Value Definition	Detailed	Focused on winning	Power-centric	Challenge-focused
Strategy Decomposition	Emphasized	Limited	Power-based	Action-oriented
Prioritization	Systematic	Choice-focused	Power-driven	Diagnosis-based
Feedback Integration	Continuous	Limited	Limited	Moderate
Risk Management	Integrated	Implicit	Power-related	Part of diagnosis
Scalability	High	Moderate	Moderate	Moderate
Flexibility	High	Moderate	Power-dependent	Moderate
Measurability	Strong emphasis	Limited	Power-focused	Limited
Systems Thinking	Comprehensive	Moderate	Power-centric	Moderate
Innovation Focus	Moderate	High	Power-driven	Moderate
Competitive Analysis	Integrated	Strong emphasis	Power-based	Part of diagnosis
Implementation Guidance	Detailed	Limited	Power-focused	Action-oriented
Long-term Perspective	Balanced	Moderate	Power-centric	Moderate
Cost of Implementation	Moderate	Low	Moderate	Low
Time Investment	High	Moderate	Moderate	Moderate

10.2.6 A reasonable ‘Winning Aspiration’

Sub-step Name
Org.Objectives.Agreed
Agreed = approved officially by Board

- The winning aspiration cannot be agreed by the Board, unless it is at least *this* clear.
----->
- Otherwise they are agreeing to management B*****t
- The value levels (and deadlines) cannot be agreed, as more than a VERY HYPOTHETICAL ASPIRATION, unless we have progressed planning to the next stage (Solutions, in the EVO Cycle) and have justified that there exist, real strategies, we can afford/would be profitable, which have acceptable side-effects.
- This will require Impact Estimation Table analysis (IET)
- And require strategy architects, who can actually understand multiple effects and costs.
 - Which is outside of expected top management capability.
 - We need experts, and Quality Control, and real feedback from real markets and stakeholders.

Sample page of my advice for improving R L Martin’s Methods

Ambition	Scale of Measure	Meter	Status (Now)	Tolerable (3yr)	Goal (10yr)
Data Security	Number of Breaches	Security Incidents per Year	0	0	0
Employee Turnover	Percentage	Employees Leaving / Total Employees	20 %	10 %	5 %
Market Share	Percentage	Graphmetrix Revenue / Total Market Revenue	0.1%	5 %	25 %
ROI	Percentage	Net Profit / Total Investment	0 %	10 %	30 %
Time Savings	Percentage Reduction	(Old Time - New Time) / Old Time	20 %	50 %	90 %
Client Retention	Percentage	Clients Renewing Contracts / Total Clients	80 %	90 %	98 %
Brand Reputation	Numerical Score (1-10)	Based on Surveys, Social Media Analysis	6	8	9
Customer Satisfaction	Numerical Score (1-10)	Based on Customer Satisfaction Surveys	7	9	10
IP Protection	Number of Patents	Granted Patents for Core AI Algorithms	1	5	20
Scalability	Number of Users	Maximum Concurrent Users Supported	100	1000	100000
Cost of Goods	Currency (USD)	Cost to Deliver AI Service per Blueprint	\$10	\$5	\$1
Revenue/Employee	Currency (USD)	Total Revenue / Number of Employees	\$50k	\$200k	\$500k
Accuracy	Percentage	Correctly Interpreted Elements / Total Elements	70 %	95 %	99.99%
System Uptime	Percentage	System Online Time / Total Time	99 %	99.9%	99.999%
Compliance	Boolean (Yes/No)	Compliance with GDPR, CCPA, etc.	Yes	Yes	Yes

Strategic Objectives (SO):

A top level, long term, corporate critical set of stakeholder values which are unambiguously clear, but merely a hypothesis, until experience proves they are good enough to win.

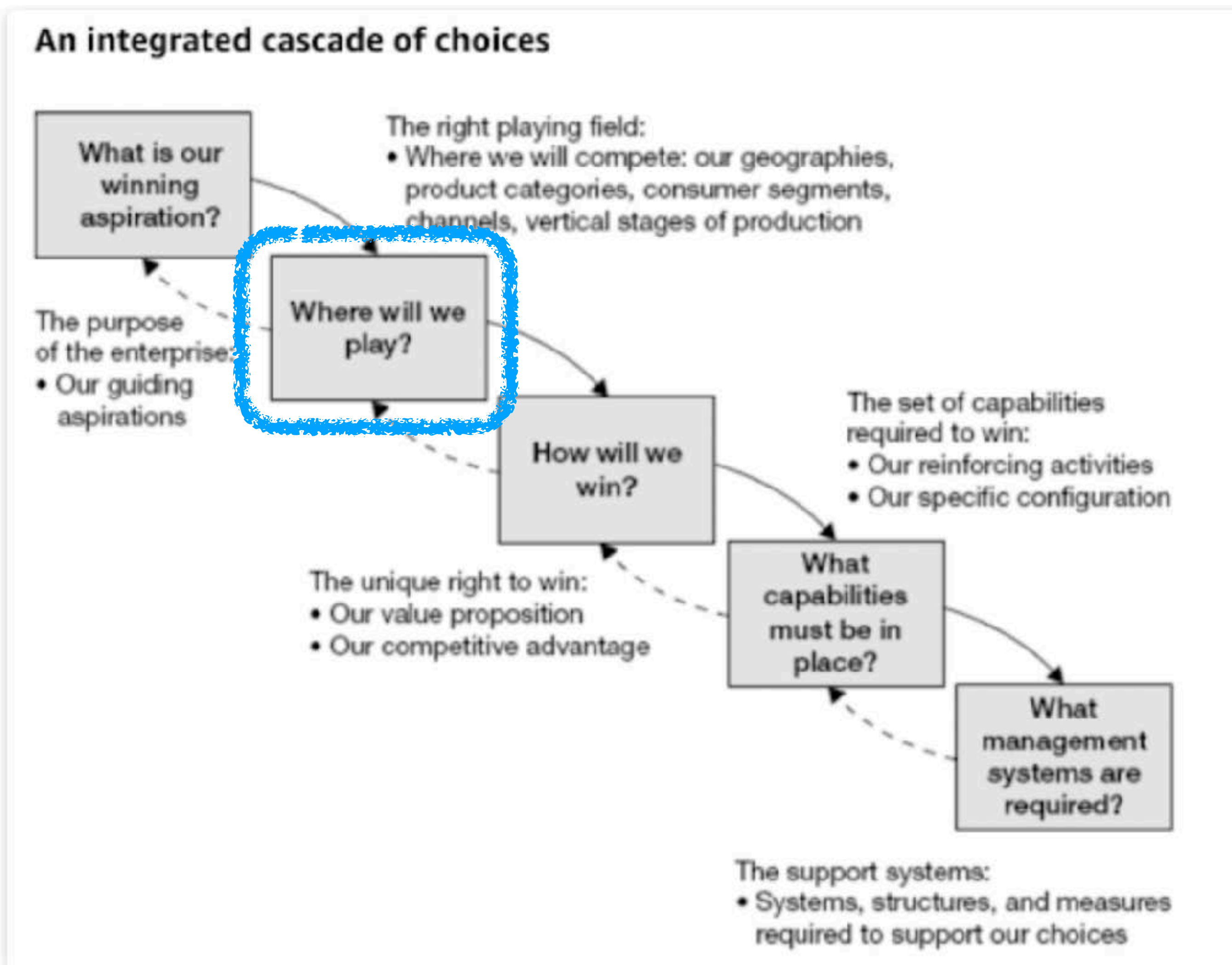
R L Martin is NOT CLEAR ON VALUES
AND HAS NOT CHECKED TO SEE FEASIBILITY OF STRATEGIES

10.5.1 Identify a field. ... 'RLM Step 2'

“Where will we play”

- I would argue that this step (Where to play) is *potentially premature*, because it may unnecessarily prejudice a main outcome (example ‘Winning’, as it is defined for this strategy).
- It may be an artificial (disturbing, fruitless) constraint.
- It does not have to be done at all, here, and now.
- It might be highly dependent on the next step ‘How will we win’, the Strategic Hypothesis . Cannot be specified at this step.
- It can be specified, as an integrated part of the strategy hypothesis (rather than a separate decision, at this step 2)
- This step can, if desired, be done to some degree, in Step 1 (Winning Aspiration) by including it (where to play) in the Winning Objectives, some Conditions for ‘winning’. These Conditions can be intentional *Conditional Constraints*, and can be adjusted, as we get more insight.
- It can also be specified as a *Virtual Space*.
 - Virtual: “almost or nearly as described, but not completely or according to strict definition”.
 - Conditional: dependent on an event. Like ‘yes to request’.
- It can include any useful number of ‘*Space Dimensions*, or *Space Conditions*. ‘N’ Dimensions.
 - Not just geography, or market space, but demography, activity, reactivity, and anything else useful for defining ‘where to play’.

Sample page of my Analysis of R L Martin’s ideas



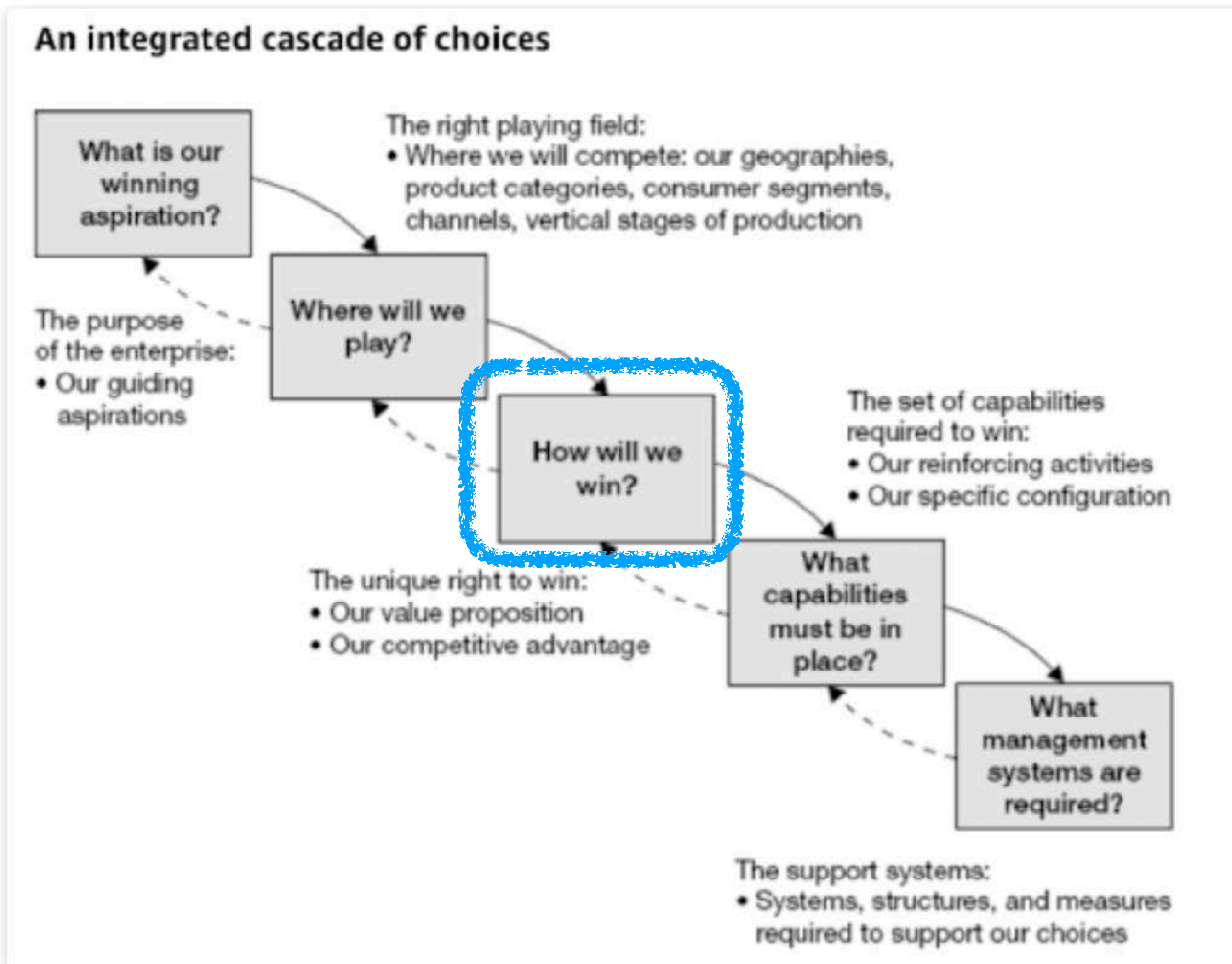
<https://davidbent.wordpress.com/2024/05/03/readingnotes-playing-to-win-how-strategy-really-works-by-martin-and-lafley/>

10.6.0 How will we win? (RLM Step 3)

Make a winning plan

- I assume Martin's intention was that this step 3 was what most strategy method authors call 'strategies'.
 - Step 1 and 2 cover 'Objectives'.
- But he studiously declines to call it 'strategies'.
 - "Unique right to win, Value Proposition, Competitive Advantage"
 - I contend that these things are *primarily* defined in step 1 (Winning Aspiration) and that this step (3) needs to specify the strategies, ie the 'how we are going to achieve the Winning Aspiration (Step 1)
 - OK. Names do not matter, reality does!
 - But I really think R L Martin is being unnecessarily and unhelpfully confusing, with *fancy similar* terminology.
 - There is no real difference between terms like 'winning aspiration' and 'competitive advantage'.
 - But there are real differences between Ends, and Means, Between Objectives and Strategies.
 - Between 'how competitive', and 'how to be so competitive'

Sample page of my Analysis of R L Martin's ideas



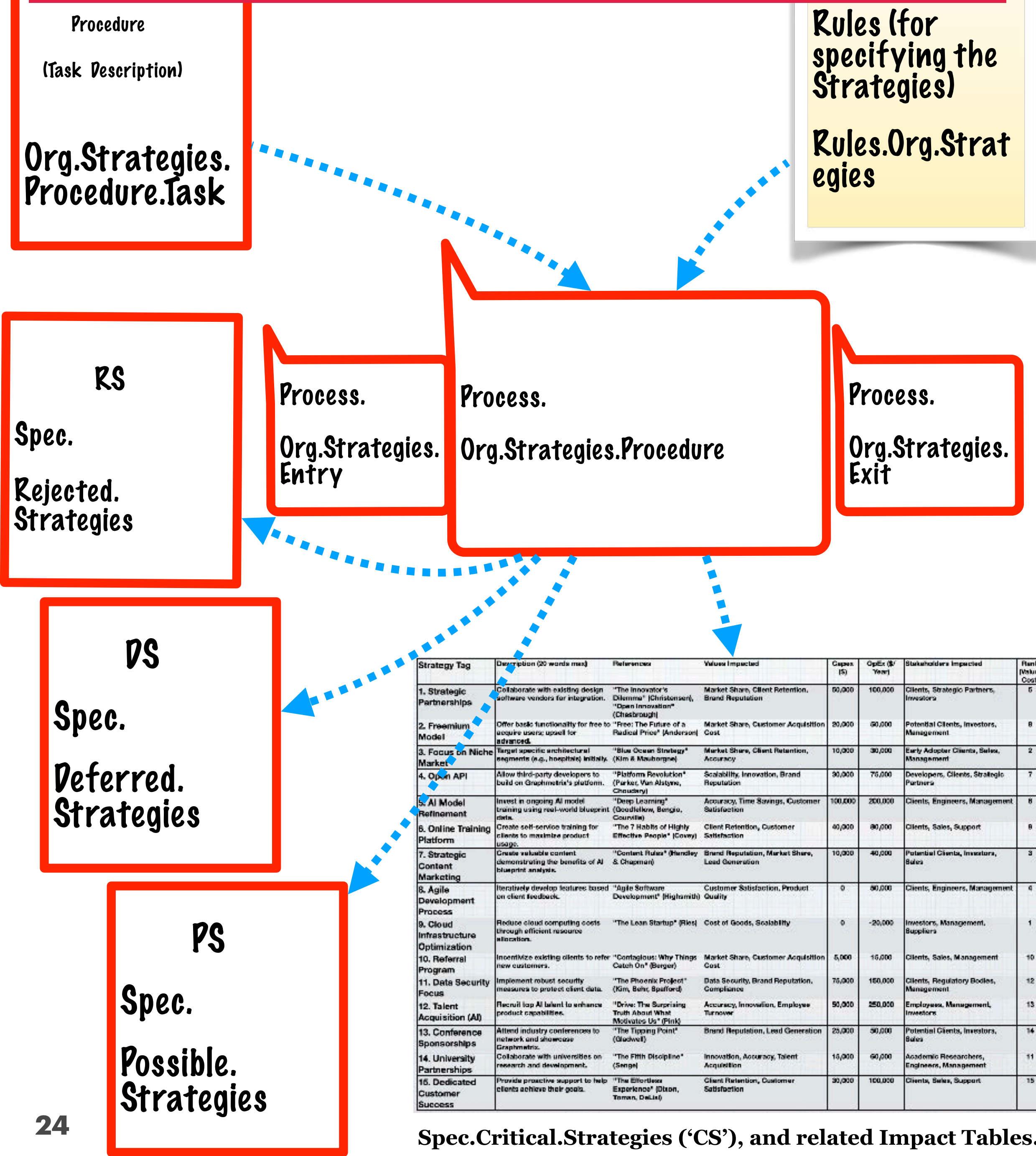
<https://davidbent.wordpress.com/2024/05/03/readingnotes-playing-to-win-how-strategy-really-works-by-martin-and-lafley/>

10.6.5 Rules for ‘Strategy Hypotheses’

Example of ‘Rules’ (quality standards) for writing the Strategy ‘Means’, Hypothesis

- **Tag: Rules.Org.Strategies**
 - Version o6o525 TG. Note that Rule violations are ‘defects’ in the specs.
- **OS1: (Strategy Precision)**
 - Strategy Description shall be detailed enough, so that most Value Objective Impact estimates, and all Resource Estimates are ± 25% accurate. If not, then this uncertainty must be very clearly exposed to the QC and approval processes, with Estimator Identity, and estimate Reasons; thus exposing the Uncertainty to reviewers and approvers..
 - This ± uncertainty will be documented in an Impact Estimation Table, together with the identity of the responsible estimator, the assumptions for the estimates, and the Issues about the estimates.
- **OS2: (Strategy Parameters):**
 - Minimum parameters, Strategy Unique Tag, Full Description (OS1), Responsible Strategy Planner, Tags of Estimation Tables, Known Strategy Issues, Quality-Control Status and Date
 - Optional parameters: Alternative Strategies’ Tags, *Related* Rejected Strategies’ Tags, *Related* Deferred Strategies’ Tags,
- **OS3: (Strategy Estimations): All Critical Official Strategies will be thoroughly evaluated against**
 - 1. All Specified *Constraints*,
 - 2. All Value-Strategy *Objectives*, and
 - 3. all *Resource* Budgets (or at least Budget resource criteria, at least op costs, cap costs, time, people. Scope: one page 12 x 12, IET, done by about one-day human effort, and/or AI effort.
- **OS4: (Supplemental Strategy Specs): In addition to the Official Critical Strategy (CS) Set, we will produce, and continually update, additional types of Strategy specifications.**
 - 1. *Rejected* Strategies (‘RS’), and
 - 2. *Deferred* Strategies. (‘DS’). Justifications, Issues and ‘Responsible Strategy Planners’ will be specified, for each single strategy therein.
 - 3. *Possible* Strategies (‘PS’). A list of Strategies suggested, which have not yet been evaluated as belonging to other categories (CS, RS, DS)

Sample page of my advice for improving R L Martin’s Methods

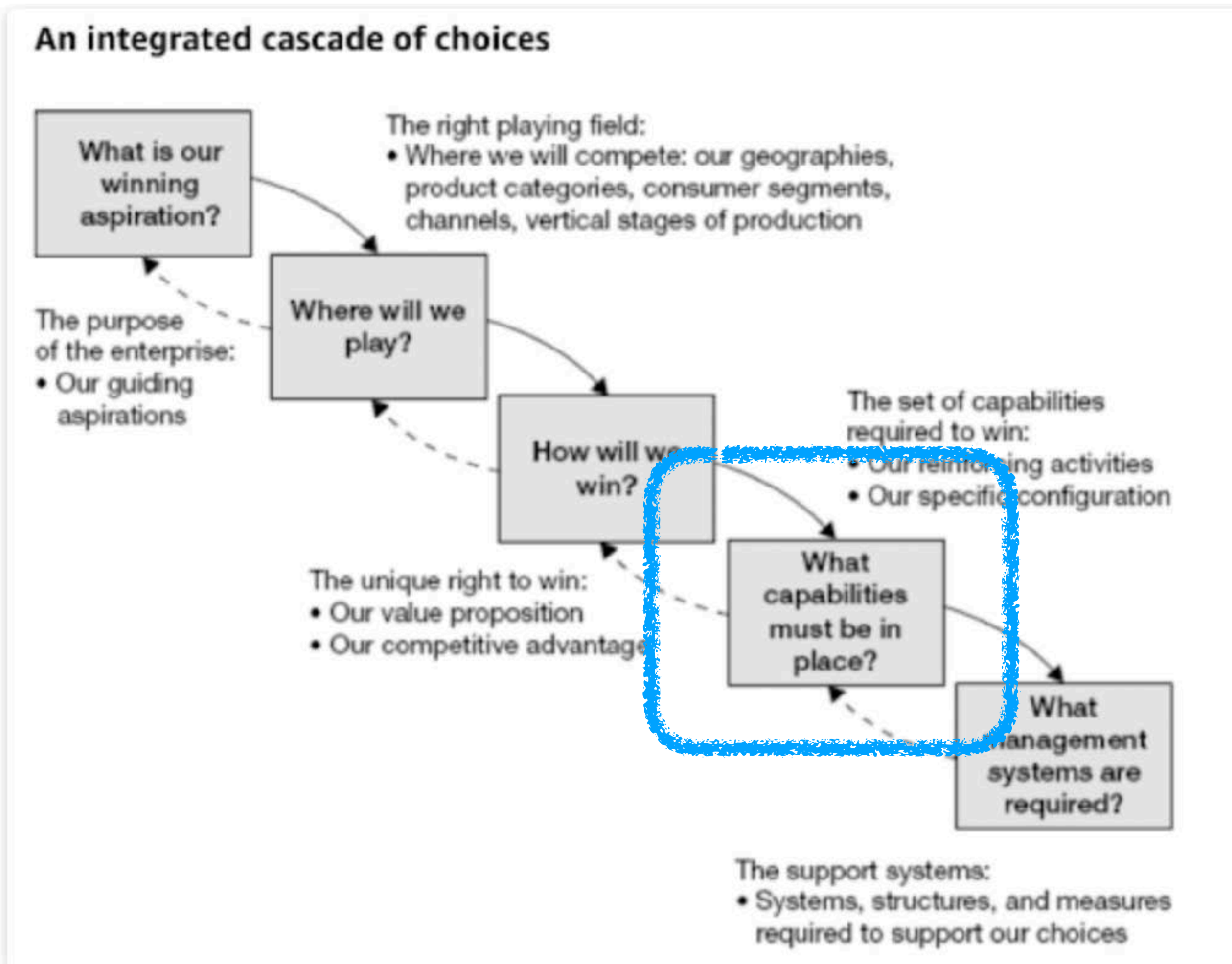


10.7.1 RLM Step 4. Determine the capabilities [Guides] book

Process Step Name: Org.Strategy.Capabilities

- Again, I believe that some or all of this really needs to be analyzed and agreed at earlier states of planning.
- But, like the strategy phase, it *can be done initially*, and then *refined at a later stage*.
- Roger L. Martin does have the dotted line feed BACK arrow, which acknowledges this. See ill. at right.
- I feel a need to use alternative description words for ‘capabilities’.
- Martin uses the term ‘resources’ often in connection with ‘capabilities’.
- I would like to introduce the related concept of ‘constraints’ [CE] as part of what we need to analyze, and be aware of.
- I will also bring in my recent work on constraints theory, the [Guides] free book, where we deal not only with ‘things not allowed’, but the positive ‘things that must be’. Which could also be called ‘capabilities’ !

Sample page of my Analysis of R L Martin's ideas



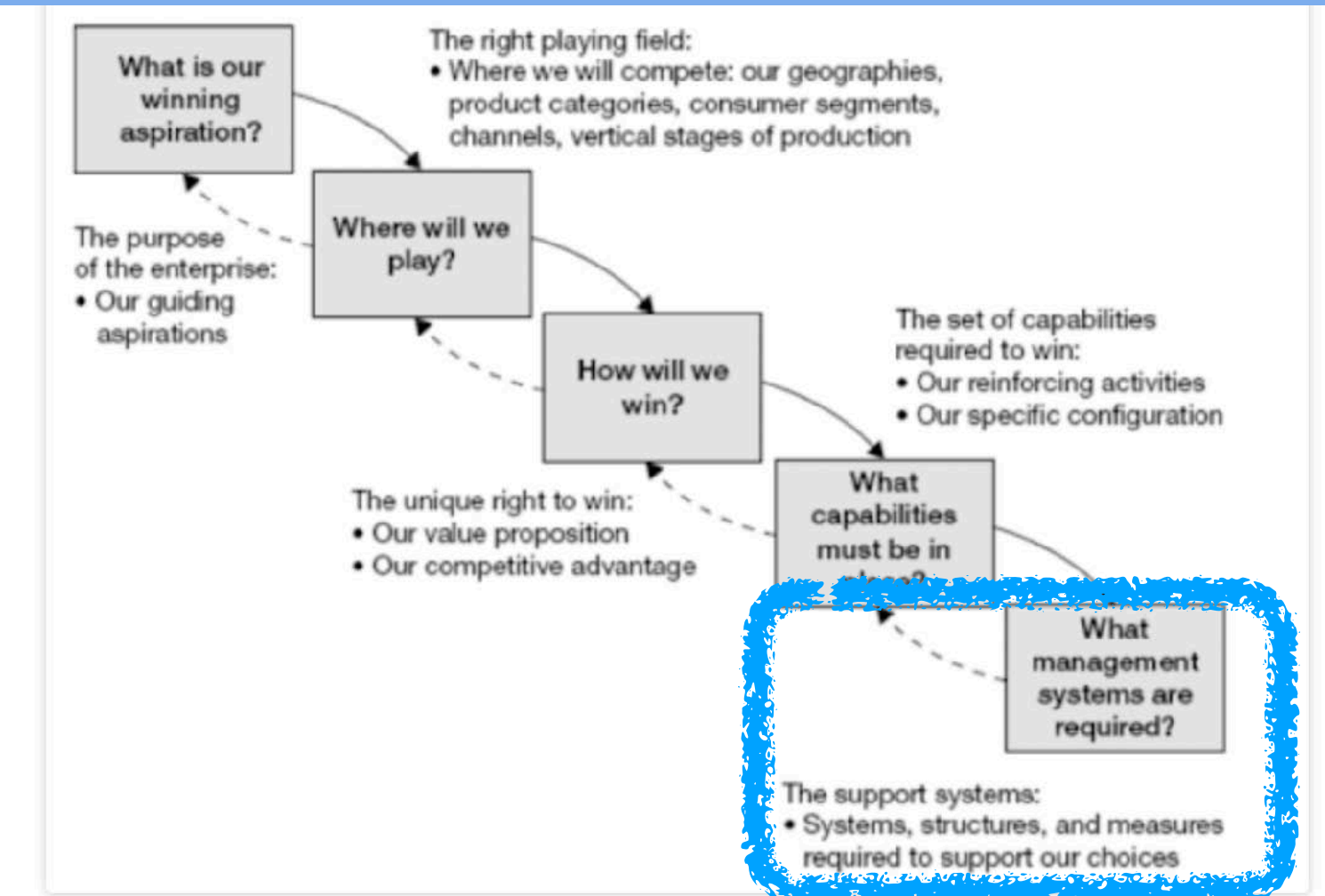
<https://davidbent.wordpress.com/2024/05/03/readingnotes-playing-to-win-how-strategy-really-works-by-martin-and-lafley/>

10.8.1 Structure the management systems.

Management Systems

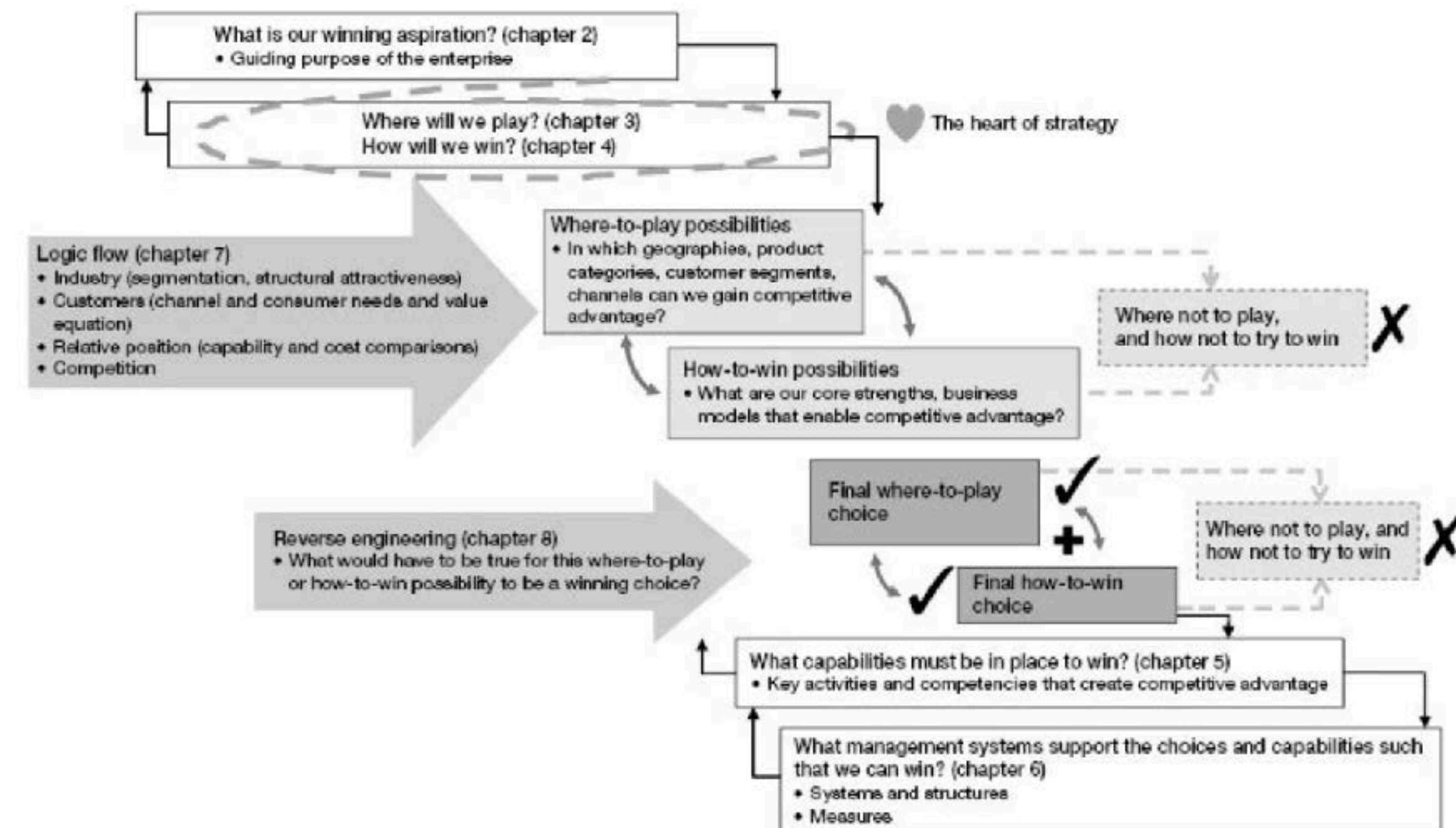
- “The final strategic choice , in the 5-steps, focuses on management systems.
- These are the systems that foster, support, and measure the strategy.
- To be truly effective, they must be purposefully designed, to support the choices and capabilities.
- The types of systems and measures will vary
 - from choice to choice,
 - capability to capability,
 - and company to company.
- In general, though, the systems need to ensure, that choices are communicated, to the whole company,
 - employees are trained to deliver on choices, and leverage capabilities,
 - plans are made to invest in, and sustain, capabilities over time,
 - and the efficacy of the choices, and progress toward aspirations, are measured.” [Martin-Play]
- **Our view:** since these are not the, already in place management systems, of your existing organization, and they are tailored for the specific ‘new’ strategic direction; then it follows that they are an integral part of the strategy.
- That implies that all previous disciplines, in Planguage, which we specified for the organizational strategy, need to be carried out for the ‘Management Systems’. In particular:
 - Stakeholder analysis
 - Stakeholder Value Analysis and specification
 - Strategy specification, decomposition, prioritization, Impact Estimation
 - Measurement of how it works (Measurement in the Evo Cycle).
- One really differentiating example of this is the systems in place at Space-X and Tesla [MM], [Productivity Stream] chapter 11, as well as those at Haier in China [Productivity Stream] Chapter 12.
 - The Tesla Management Systems are based on rapid, daily, incremental value improvement of all organizational, product, and production line aspects, for lifetime.
 - The Haier Management Systems as based around clusters of micro-enterprises of great independence.
- Both of these are close, in ideals, to Planguage (all values are metrics, complete systems thinking, engineering), and Evo (very small increments of delivering values).
- Both of these (Tesla, Haier) make a great argument for the independent (of product line) strategic development of a powerful management system.
- Maybe, the Management System, which can be generic, then tailored to specific product line strategies, really is a major independent strategic planning area. It might not always be necessary or desirable, to make it a supporting strategy, for the product and market strategies chosen.
- Amazon is another examples of a management system which is suitable, and can be adjusted, for almost any product.

Sample page of my Analysis of R L Martin’s ideas



<https://davidbent.wordpress.com/2024/05/03/readingnotes-playing-to-win-how-strategy-really-works-by-martin-and-lafley/>

The playbook



Chapter 11

The ETX Meta-strategy

Entry Task Exit process structure

ETX is a Meta-strategy,

This is because ETX can be used almost anywhere in an organization, any level, any type of organization, as a generic device, to improve productivity, qualities and efficiency.

Sort of like antibiotics - ETX deals with a wide variety of organizational problems that need improvement.

Not only does a given ETX process improve things, but the ETX process itself (like Rules, Tasks, Checklists), EX Conditions, can be 'process improved' in the long term, to make everything work better.

If you are not sure of the 'right strategy', you can, like the unsure doctor, - using antibiotics plug in ETX processes, measure results, and gradually learn to improve your organizational process, over the long term.

11.1 ETX

A Fractal, Scale-Free, Meta-Strategy

- ‘ETX’ is a way of organizing any work process, at any level of abstraction, and any degree of *intellectual* process, or *physical* process.
- I used it extensively in defining ‘Planguage’ in my Competitive Engineering book [CE].
- In the context of *this* Strategy book, I am going to
 - present ETX as **a tool for *defining any strategy process***
 - present ETX as a ***tactical strategy design component***:
 - a way of implementing *any specific strategy* idea of what to do,
 - in a far more *disciplined* way than you might otherwise do,
 - as a strategy for *overall* organizational process improvement,
 - as a *long-term* adaptive process.

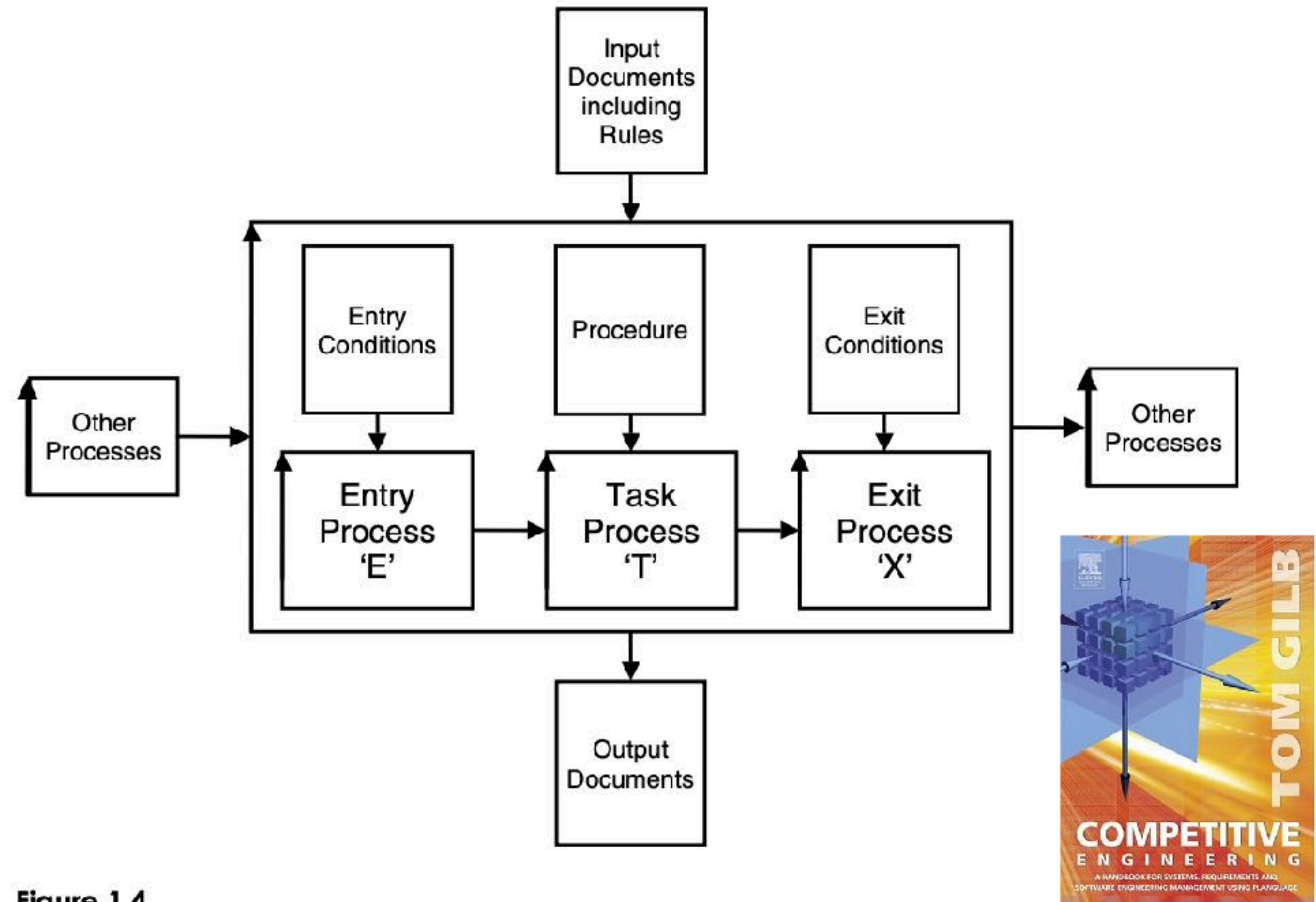


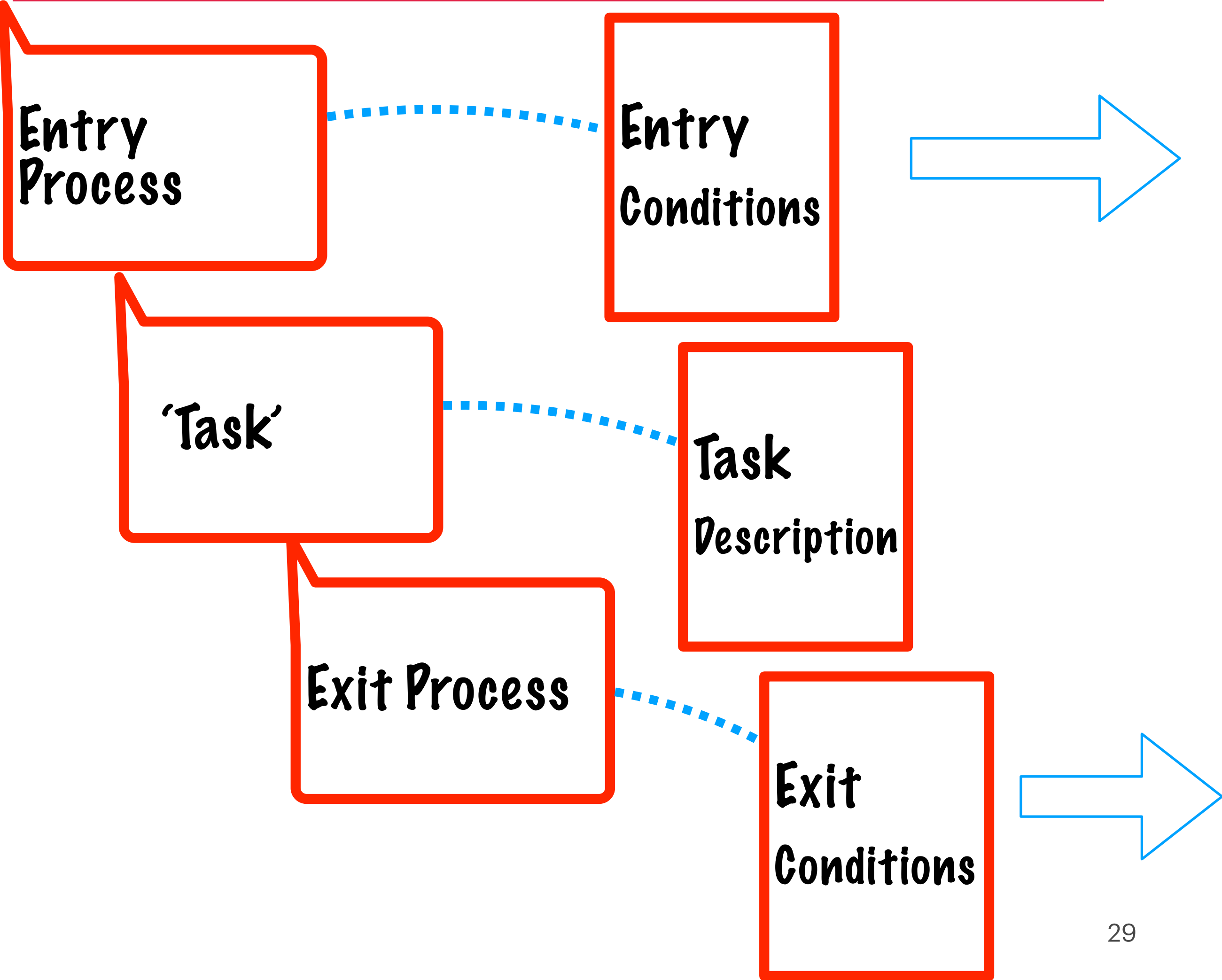
Figure 1.4

Diagram of a simple process showing its sub-processes and its relationship to other processes and documents. The input documents for each process include the rules, the entry conditions, the procedure and the exit conditions. The diagram also shows how the ‘ETX’ concept for a process is derived. A rectangle is the symbol for a ‘written document.’ A rectangle with arrow is a ‘process’ symbol. An example of such a process could be ‘Requirement Specification.’

Source [CE] book, which is a detailed example of using ETX

11.2.5 E and X Conditions *Examples* <-[CE]

E and X conditions can be improved, as we see the need, and the whole organization, which uses these Conditions, can improve correspondingly



Generic Entry Conditions

Scope: For systems engineering, all specification entry processes.

Owner: Systems Engineering Process Owner.

User: Specification Author [Default User: SQC Team Leader].

- E1: All **logically necessary input** information for complete and correct specification is available to the specification author. This includes up-to-date documentation regarding specification standards.
- E2: All input documents have **successfully exited** from their own quality control process.
- Note: This usually implies between 0.2 and 1 maximum remaining major defect(s)/page (A page is 300 words of non-commentary text). ‘Remaining major defects’ is explained in [CE] Chapter 8, ‘Specification Quality Control.’
- E3: The specification **author is adequately trained** or, assisted by a qualified person.
- E4: The specification author **agrees that they are ready to successfully** carry out the specification work.
- E5: There is **appropriate approval**, including funding, for the specification process to proceed.

Generic Exit Conditions

Scope: For systems engineering, all specification exit processes.

Owner: Systems Engineering Process Owner.

User: Specification Author [Default User: SQC Team Leader].

- X1: The specification author **claims to have followed** the specified process description standard.
- X2: The specification author **claims to have followed** all generic and specific rules, which apply.
- X3: Relevant SQC has been carried out and the quality level of each output specification meets its stated SQC criteria. By default, the quality level for any specification is that no more than 0.2 major defects/page may remain. (A page is 300 words of non-commentary text.)
- Note, for some processes, there will be an explicit statement on SQC criteria, which overrides this generic exit condition.
- X4: As an additional optional measure, a cursory check of the specification by the author’s supervisor shows that there is reasonable compliance with applicable rules. In practice, no major defects should be found when a relevant sample (size and content) of the specification is SQC checked for 15 minutes.
- X5: Any process improvement suggestions identified have been submitted to the relevant process owners.

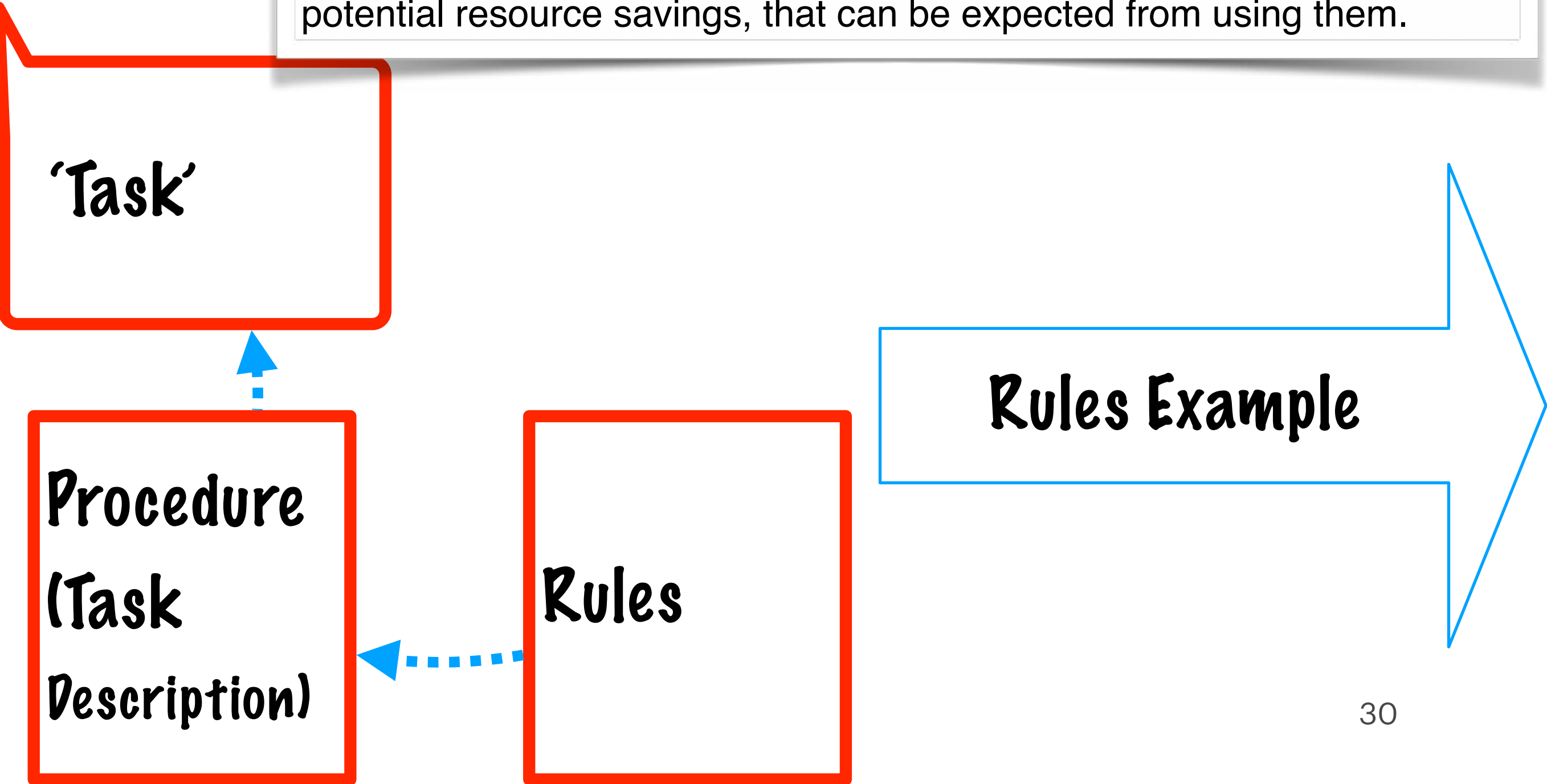
11.2.8 Specification Rules <-[CE]

These can be improved as we see the need, and the whole organization which uses these Rules, can improve correspondingly

Rules are *standards* that provide specific guidance to follow, when carrying out a process. Rules describe **HOW** we want to do the process.

Rules are also used in **Specification** Quality Control (SQC), to define and detect major defects, in a specification.

Individual rules should justify their presence in standards, by the potential resource savings, that can be expected from using them.



Rules: Generic Rules for Technical and Management Specification

EXAMPLE Here are some very basic generic rules, for any type of specification. You will find that in spite of their 'obviousness' and simplicity, they are quite powerful. Most of my clients use some variation of these 'by choice'.

Tag: Rules.GS.

Version: October 7, 2004.

Owner: TG.

Status: Draft.

Note: These rules are rather lengthy, as additional explanatory text is present. Readers should abbreviate as appropriate.

R1: **Tag**: Specifications must each have a unique identification tag.

R2: **Version**: Specifications must each have a unique version identifier. By default, use the date (and maybe also, time), as the version identifier.

Version: October 7, 2004 09:00.

R3: **Unique**: Specifications shall exist as one official 'master' version only. Then they shall be re-used, by cross-referencing, using their identity tag. Duplication ('copy and paste') should be strongly discouraged.

R4: **Owner**: The person or group responsible for authorizing a specification should be stated ('Authority' would be an alternative or supplementary parameter, though it is a different concept!).

R5: **Status**: The status for using a specification should be given.

EXAMPLE Status: SQC Exited.

R6: **Quality Level**: All specifications shall explicitly indicate their current quality level, preferably in terms of the measure of 'number of remaining major defects/page' against the relevant official standard which applies.

R7: **Gist**: Where appropriate, specifications should be briefly summarized by a Gist statement. For performance requirements, 'Ambition' is a preferred alternative.

R8: **Type**: The type of every concept within specifications should be clear. It should be explicitly specified after every new parameter tag declaration unless the type will be immediately obvious to the intended readership.

EXAMPLE ABC1: Type: Function.

R9: **Clear**: Specifications should be 'clear enough to test' and 'unambiguous to their intended readers.'

R10: **Simple**: Complex specifications should be decomposed into a set of elementary, tagged specifications.

R11: **Fuzzy**: When any element of a specification is unclear then it shall be marked, for later clarification, by <fuzzy angle brackets>.

R12: **Comment**: Any text which is secondary to a specification, and where no defect in it could result in a costly problem later, must be clearly identified. It can be written in italic text statements, or headed by suitable warning (such as Note, Rationale or Comment), or written in "quotes," and/or moved to footnotes.

Non-commentary specification shall be in plain text. Italic can be used for emphasis of single terms in non-commentary statements. Readers should be able visually, at a glance without decoding the contents, to distinguish between 'critical' and 'non-critical' specification.

R13: **Source**: Specification statements shall contain information about their source of origin. Use the '<-' icon and state the source person and the date, or the source document with detailed statement reference.

R14: **Assumptions**: All known assumptions (and any relevant source(s) of any assumptions) should be explicitly stated. The 'Assumption' Planguage parameter can be used for this purpose. But there are also a number of alternative ways, such as {Risk, Source, Impacts, Depends On, Comment, Authority, [Qualifiers], If}. In fact, any reasonable device, suitable for the purpose, will do.

R15: **Risks**: You must specify any factors, which constitute known or potential risks. You must identify risks explicitly. There are a wide variety of devices for doing so, including the explicit Planguage statement: 'Risks.'

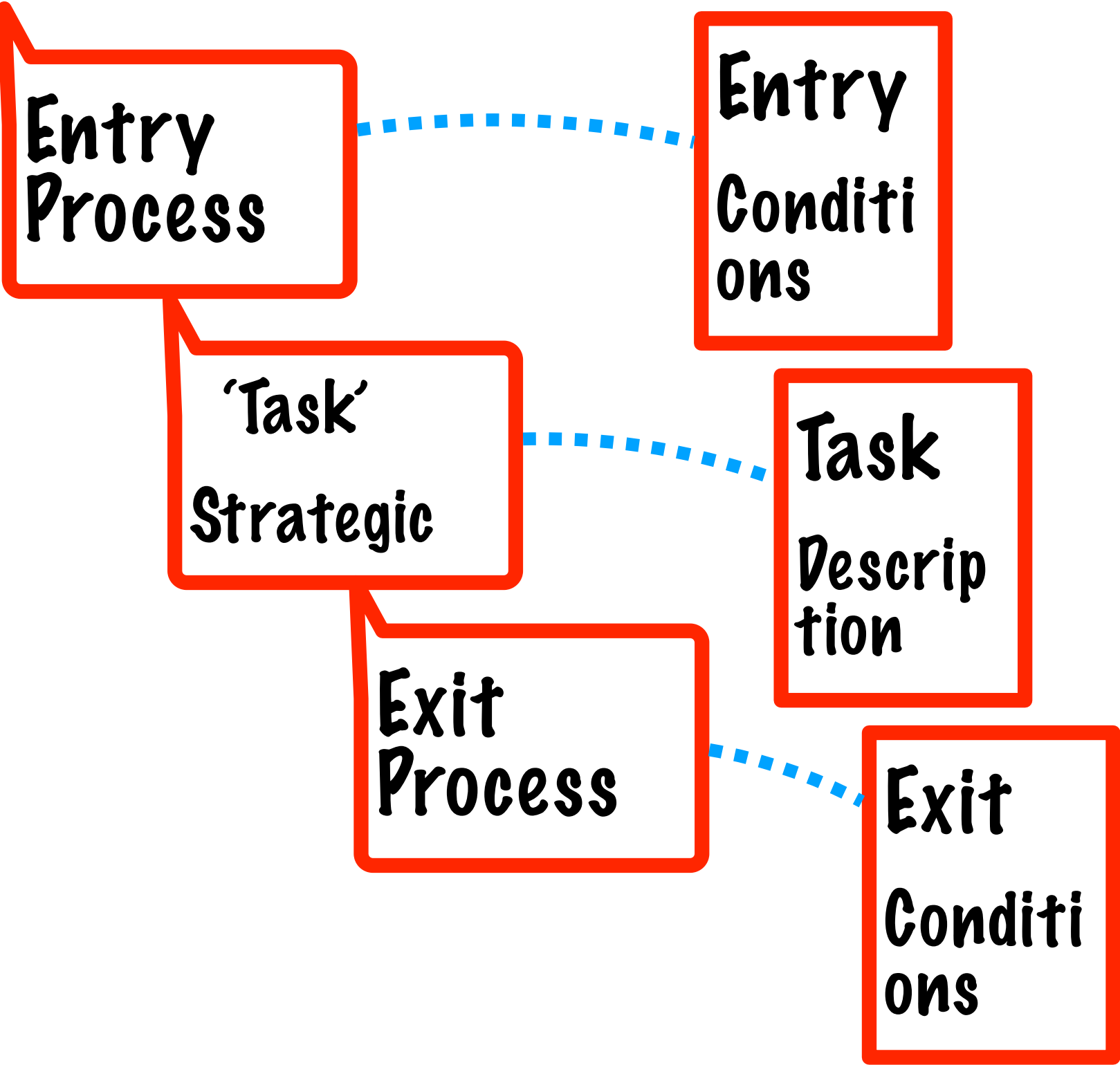
Source:
Competitive Engineering book [CE]
page 16-18

2005

11.6 Example for ‘Strategic *Planning*’ and ‘Doing It’

A rough sketch, to be more concrete

- **Process: Strategic Objectives Hypothesis (SOH)**
- **SOH Entry Process**
 - **SEP1: E Procedure:**
 - **EP1:** Stakeholder Analysis, a Value ID set, is *complete* and *approved* by Business Analyst, and Stakeholder Process *Exit*.
 - **SER1: E Conditions:**
 - **ER1:** At least top-ten critical Stakeholders are included
- **SOH ‘Task’**
 - **SOH Task Actions:**
 - **SP1:** Develop at least top-ten critical-stakeholder values, and at least one Objective, for each of the top-ten critical stakeholders.
 - **SOH Task Rules:**
 - **SR1:** All Value Objectives will be unambiguously specified, with Scale, Meter, Status, Tolerable, Goal/Wish, Stakeholders
- **SOH Exit Process**
 - **SOH Exit Process (XP) Conditions.**
 - **XP1:** ‘Objectives’ draft mailed to COO, and Chief Strategy Planner, for comment and info.
 - **XP2:** Chief Strategy Planner, signs off on Objectives ‘Ownership’ of the specs, by return mail, and in the spec itself (‘Owner’)
 - **XP3:** A Spec QC process using SOH Process Rules has found no more than 1 Rule-defect, per 600 word (Page) sample
 - **XP4:** Automated AI check of entire spec, finds no ‘Serious Ambiguities’ or Rule violations.
 - **XP5:** it is compliant with SOH Exit Rules
 - **XP6:** at least one parallel additional AI draft of critical potential objectives, is reviewed, during the process.
 - **SOH Exit Conditions**
 - **X1:** All rejected ‘Value Objective’ ideas are specified separately, along with reason for rejection, and responsible rejector.
 - **X2:** All *second*-priority Value Objectives, are specified to the Rule standard, and the reason for priority is stated.
 - **X3:** An unambiguous rich Planguage specification is given, for each Prioritized Objective, in this round.



So, I got so frustrated at Roger Martin's
— fuzzy ideas — not much 'engineering'
That I decided to try to make a *fresh start*

Chapter 12

'VI'



[https://tinyurl.com/
VlpdfFREE](https://tinyurl.com/VlpdfFREE)

Value Improvement

Plan Engineering

An Advanced Process of 'strategy':
Avoiding mention of that old term

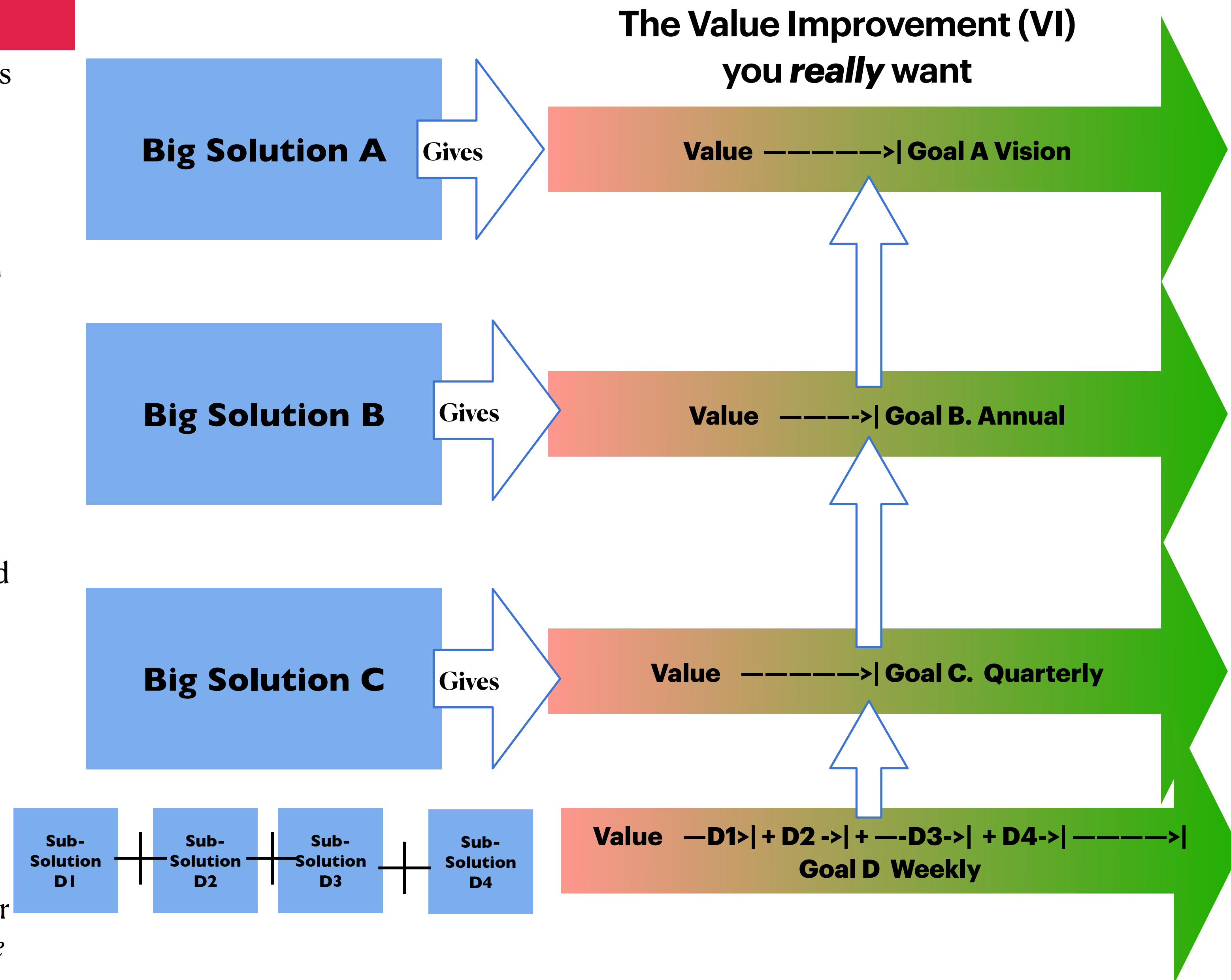
VI is offered as an absolutely free, Creative Commons, set of ideas, which anybody can use, teach, modify, improve, publish, and enhance.

This chapter is the core of a booklet: 'Value Improvement' , <https://tinyurl.com/VlpdfFREE>

1 Value Improvement (VI) Introduction

The Value Improvement of 'Strategy'

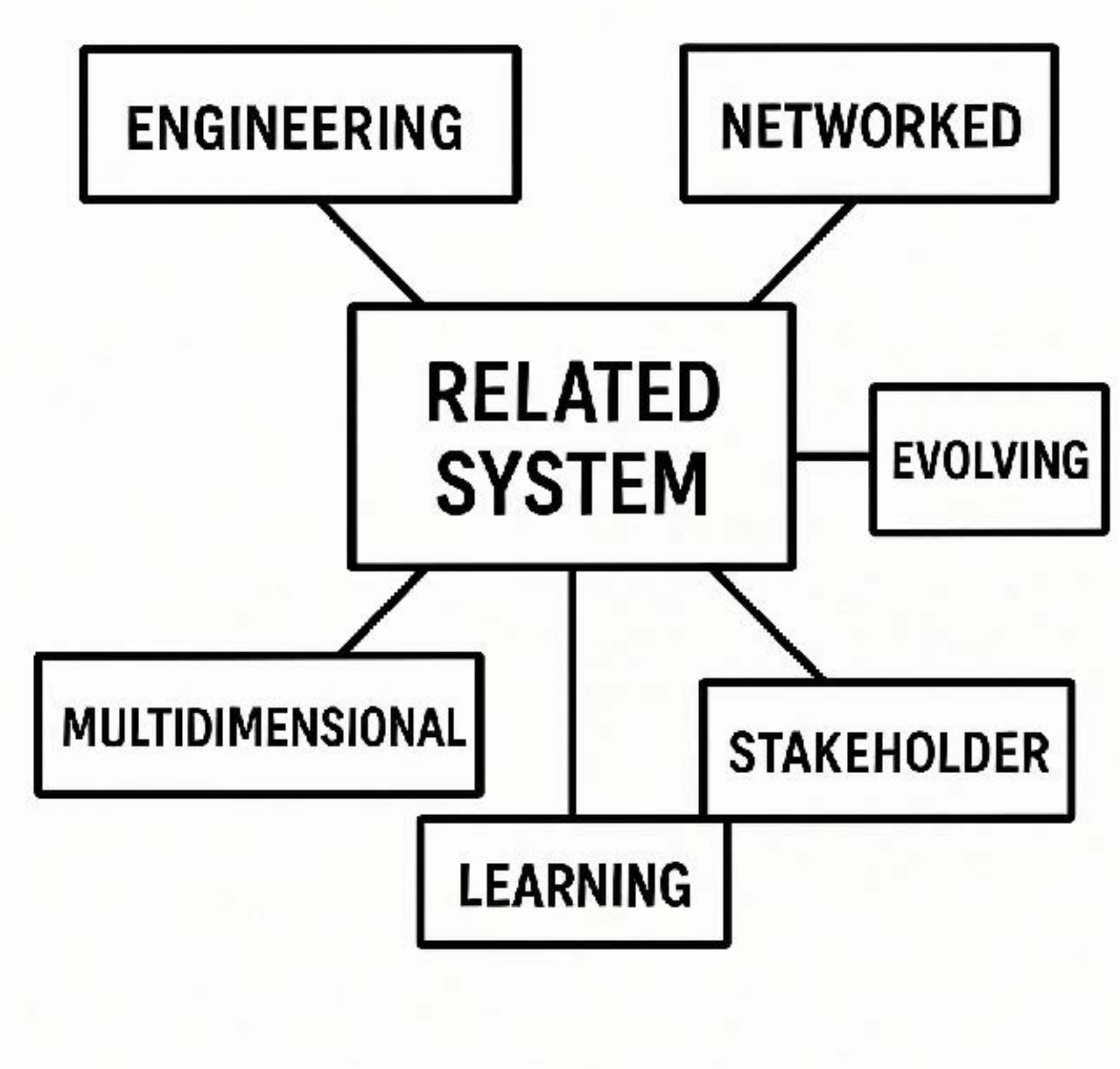
- The essence of the *older discipline known as 'strategy'* has always been to *improve the values* of something.
- We would like to **radically improve the discipline**, and to make it applicable to a **much wider range of problems. Like *Projects* [Projecteering], *Products* [PEP].** Similar to [Juran, 1992]
- In order to do so, we need a clean break with the past intellectual baggage of 'strategy'
- So re-naming the discipline, is one step in that direction: the '**Value Improvement**' is **central**, the so-called '**strategy**' is a *secondary* 'means' to that end of Value Improvement. Same with 'design', 'architecture'.
- This creates a **platform**, for a range of substantially different approaches, to the processes of making organizations, and other entities, like products, better, more efficient, more useful, and more competitive.
- We are going to incorporate a large number of value improvement methods, in 'VI' that are not mentioned, or taught, in conventional 'strategy', or in *product* and *service* development.



2 The natures of ‘VI’ Methods

The Value Improvement (VI) Framework

- **System**
 - We will improve any system or sub-system of interest, not merely an organization. That includes any system supra-set surrounding an organization, and any sub-set of a given organization or System Of Interest. We will deal with absolutely all elements of a system which can influence our improvement needs. **(Detail next slide)**
- **Engineering**
 - We will apply *systems engineering*. This means *quantification* instead of ‘management BS’. It means logical thinking. It means the ability to model complex-systems, so they are more intelligible, tractable, and *digital*.
- **Multidimensional**
 - We will avoid oversimplification, and choose to boldly deal with *many* critical factors *simultaneously*.
 - We will deal with a dozen or more stakeholders, not merely ‘customers’ and ‘users’. We will deal with *many* critical resources, not merely *time* and *capital expenditure*.
 - We will deal with *many* values and qualities; if they are critical to our overall improvement success.
 - We will deal with a large number of ‘concurrent ways’ (previously called ‘strategies’) of improving the total values, within our available resources.
 - This *multiplicity* enables improving ‘competitiveness’ of any system, or sub-system of it.
- **Networked**
 - We will assume that any System Of Interest’ (SOI) is *networked* - with a large number of other systems, and is composed of, and networked with, many sub-systems; many of them - with great power and autonomy. We will ***not*** assume that the top management of a system, is the *major* source of power and responsibility. ‘No’ to hierarchy: we just want well-defined critical relationships.
- **Evolving**
 - We will assume, that any system, is continuously being evolved, by many forces, like their *stakeholders*, and that we can *influence* this evolution; although ‘we’ (VI Planners) are but-one stakeholder, with *some* influence. We assume that some stakeholders, like the *law* or the *market*, might well have, greater or similar influence, to the influence *we* have.
- **Learning**
 - We assume that any system, and sub-system, can *continuously learn*, and *adapt* based on that learning; by means of human effort, system influence, or automation. We can *improve* the learning-and-adaptation *process* of a system. Improving the learning process, quickly and painlessly, is often preferable to ‘attempting to predict the future’.
- **Stakeholder**
 - We assume the existence, for any system, of a *large* number of critical stakeholders; *each* with *several* values, and that the stakeholders need some degree of satisfaction, from some system. We assume, that if we wisely prioritize *nudging our system* to satisfy some of these stakeholder values, our system will be more-successful. We do not have to ‘win’ or ‘defeat’. We should improve, and service, our stakeholders honorably. We seek *harmonious balance (win-win)*, not ‘victory’ [Optima].



Source: Chat-GPT

RE: Roman number ‘VI’ (six) in various cultures and traditions,

the number six is seen as a symbol of completeness, beauty, high ideals, and luck

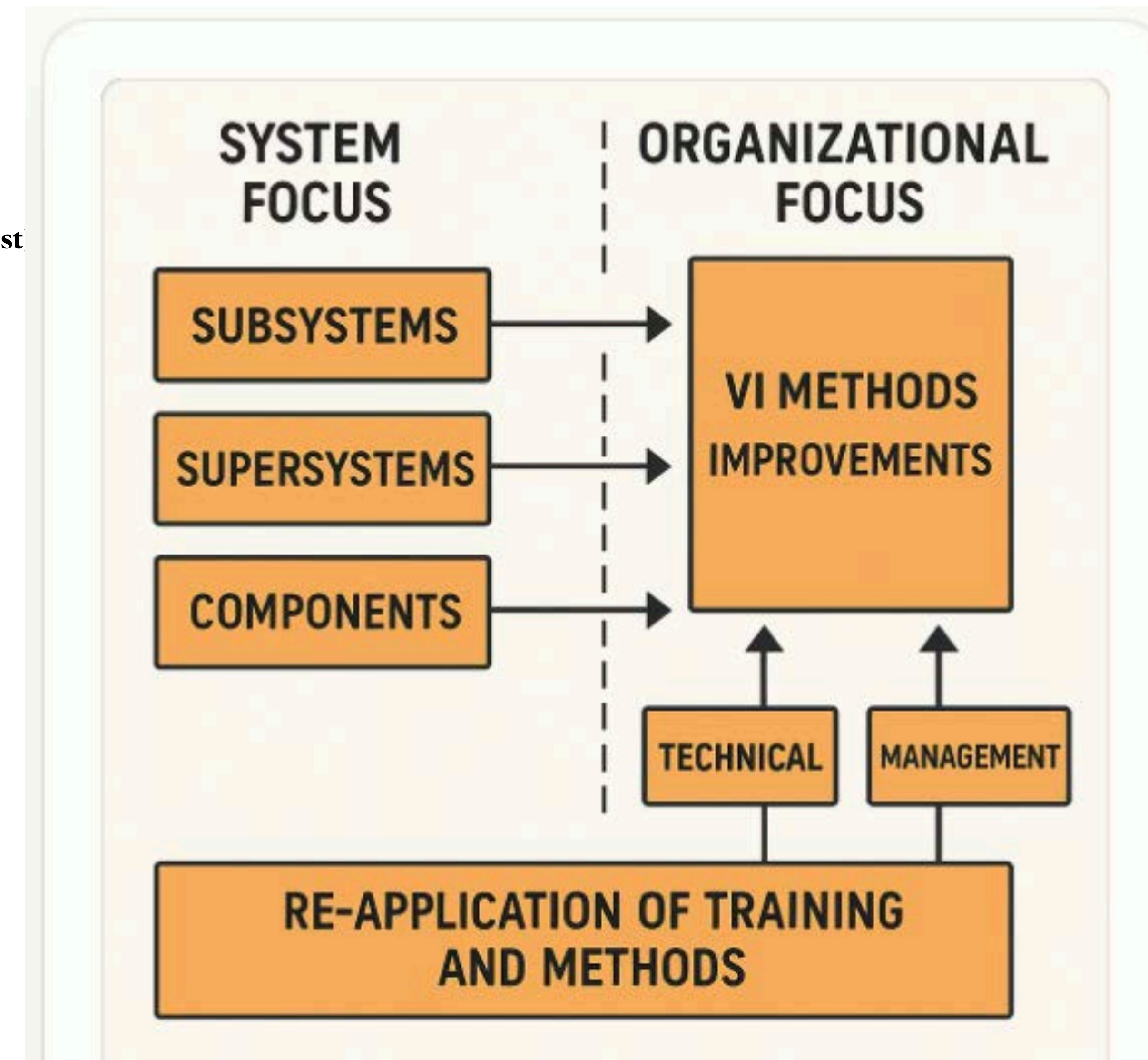
In numerology, six symbolizes

balance, responsibility, family, care, and nurturing.

In Nordic ‘vi’ means ‘We’, the total system.

2.1 The 'System' Aspect

- **System: Improve 'anything' using 'anythings'.**
 - We will improve any type of system, or sub-system, of interest, not merely an organization.
 - That includes any *system super-set*, surrounding an organization (or any system of interest and any sub-set of a given organization, or Sol.
 - We will deal with absolutely all elements of a prioritized system which can influence improvement.
 - The '**system**' focus, rather than the '*organizational*' focus, allows us to focus on Improvements, to anything of interest, using the same VI methods, throughout an organization..
 - With any subsystem, such as a product
 - With any supra-system such as a government authority or regulation
 - With any component, or set of components, however unfamiliar, or new, they might be to the VI planners.
 - Training, experience, and methods improvement and tools, which apply in one area, can be re-applied in any other systems area.
 - 'Management' methods (people, motivation) are not *essentially* different from 'technical' methods (hardware, software), for a Value Improvement point of view.
 - They all have multidimensional value-and-cost aspects, for starters.

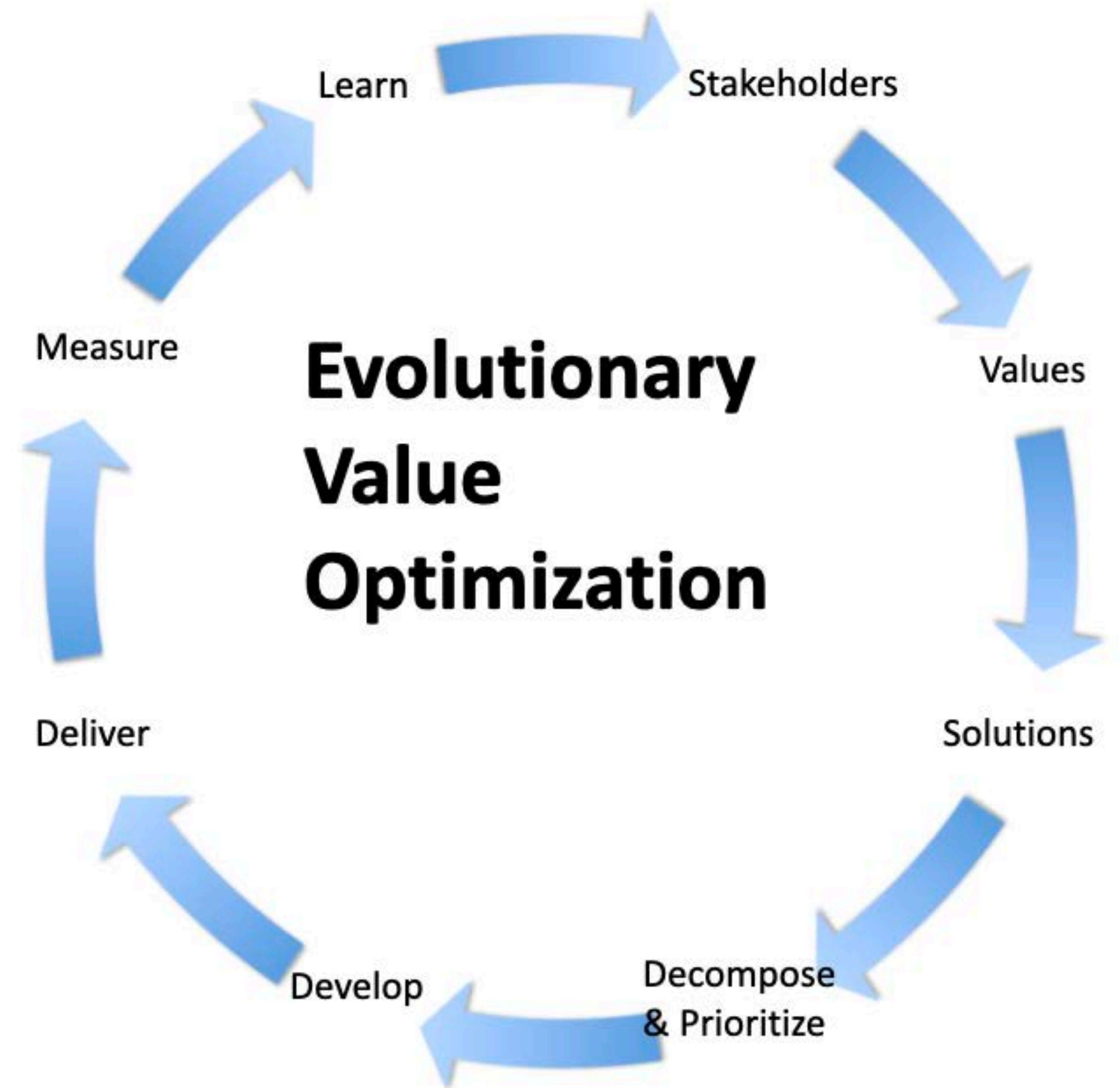


Perplexity 9 May 2025

3 A Practical Example

The Value Improvement Methods

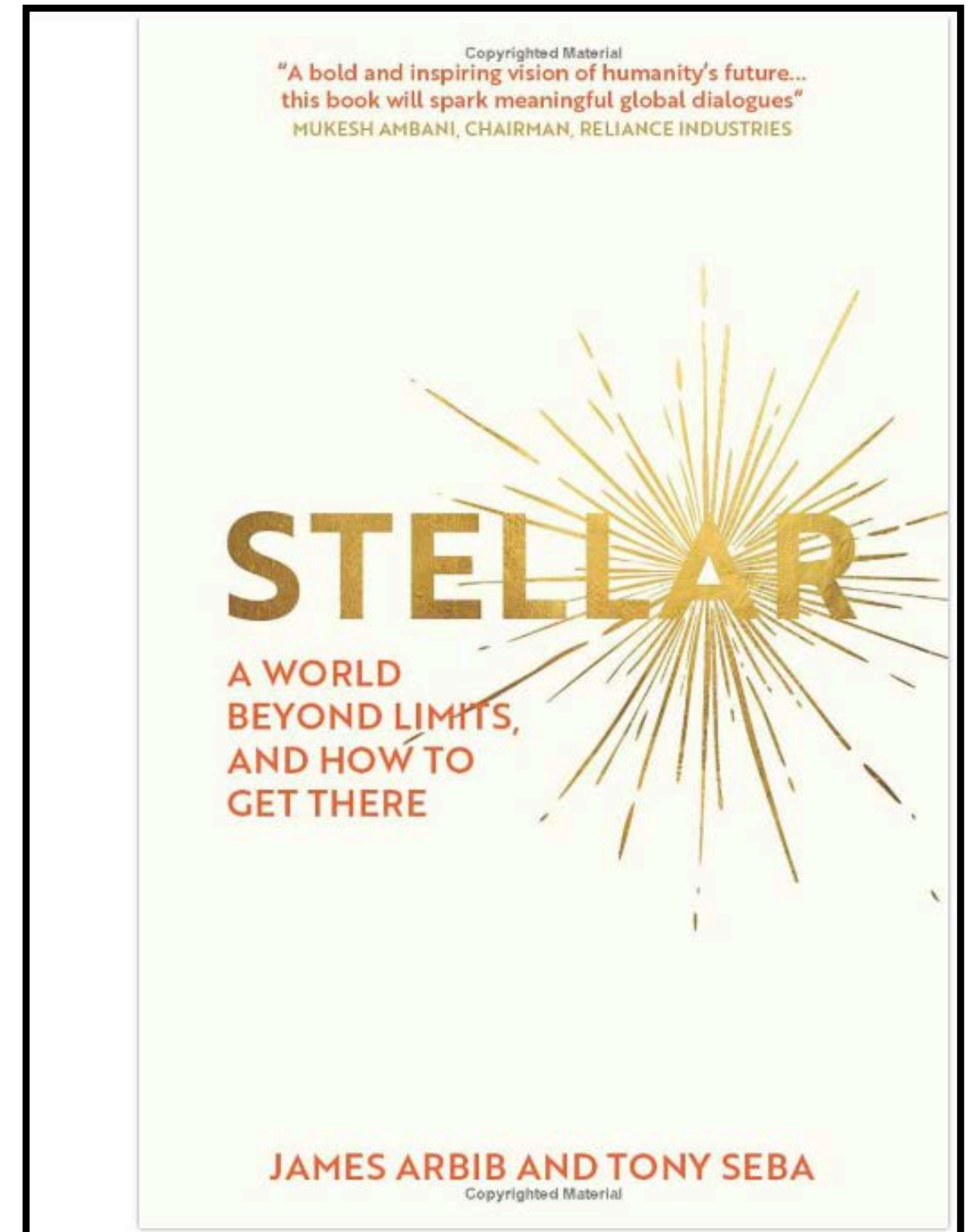
- The core of the Value Improvement method is the 'EVO Cycle' [CE, EVO]. See Appendix Chapter 9 for detail.
- No matter which system is going to be Improved, EVO can be used to 'engineer' any interesting sets of Improvements.
- 'EVO-cycles' apply to the loftiest management levels, of the largest organizations; as well as to the most-detailed technological levels, or state-of-the-art systems technologies and products.



3.1 A Case Study

To get a practical feel for Value Improvement

- Let us assume we are already an Artificial Intelligence organization, like Chat-GPT, or GROK, and we are looking to improve the AI value, in the direction of Artificial *General* Intelligence (AGI)
- We know that this may take a few years, to get to initial AGI product stages, and decades - to further-develop the AGI Values
- In the meantime the world will transition into the radically different economics envisioned in 'Stellar', during the next decade or two.



3.2. A first overview advice for this case

Project: ‘Strategy for Value Improvement in an AI Company Targeting AGI’

Context:

As an established Artificial Intelligence organization (similar to ChatGPT or GROK), your strategic goal is to improve the value of your AI offerings, with a long-term focus on achieving Artificial General Intelligence (AGI). This journey will unfold over years and decades, during which the global economy is expected to transition into radically new models, as envisioned in ‘Stellar’.

Strategic Framework for Value Improvement Toward AGI

1. Define Value in the Context of AGI

- *Value improvement* should be anchored in clear, evolving definitions of what constitutes "value" for AGI: adaptability, generalization, safety, explainability, and societal benefit.
- Regularly revisit and update value criteria as technological and economic contexts shift¹⁴.

2. Multi-Stage Strategic Planning

- **Short-term (1–3 years):** Incremental improvements to current AI models, focusing on robustness, transparency, and user impact.
- **Medium-term (3–10 years):** Develop and integrate more generalizable learning architectures, expand multi-modal capabilities, and build frameworks for responsible deployment.
- **Long-term (10+ years):** Pursue AGI milestones, emphasizing alignment with human values, scalability, and adaptability to new economic paradigms¹⁴.

3. Value Chain and Innovation Strategy

- Map your AI value chain: data acquisition, model development, deployment, user feedback, and value capture.
- Foster innovation at each stage-experiment with new architectures, data sources, and feedback mechanisms to accelerate progress toward AGI¹.

4. Organizational Adaptation

- Shift from hierarchical to more networked, agile structures to support rapid learning and adaptation.
- Encourage cross-functional teams, open knowledge sharing, and partnerships with academia and industry to access diverse expertise and resources⁴.

5. Stakeholder and Ecosystem Engagement

- Engage proactively with regulators, users, and societal stakeholders to anticipate and address ethical, legal, and social implications.

Pretty good planning advice, before I direct it to use the EVO-Cycle for planning
I am going to follow most of the advice

- Position your organization as a leader in responsible AI, building trust and legitimacy as the world transitions into new economic models⁴⁶.

6. Continuous Learning and Experimentation

- Adopt a mindset of iterative experimentation: pilot new models, measure outcomes, and refine approaches based on real-world feedback⁵.
- Leverage agent-based and evolutionary approaches to accelerate learning and adaptation, as highlighted in advanced AI literature⁵.

Strategic Tools and Approaches

- **Scenario Planning:** Prepare for multiple futures, including the radical economic shifts anticipated in ‘Stellar’. Use scenario analysis to stress-test strategies and investments².
- **Stochastic and Probabilistic Methods:** Integrate uncertainty modeling and probabilistic reasoning into decision-making to manage the inherent unpredictability of AGI development⁵.
- **Society-Based and Emergent Learning:** Explore collective intelligence approaches and emergent computation to foster AGI capabilities⁵.

Key Takeaways

- **Value improvement** for an AI company targeting AGI is a dynamic, multi-decade challenge requiring strategic foresight, organizational agility, and a commitment to responsible innovation.
- Success will depend on your ability to adapt to both technological advances and the broader economic transformations that will shape the context for AGI deployment.

"AI has the potential to disrupt much of strategy, from formulation to implementation and from theory to practice. However, understanding how this disruption will occur is challenging... The interactions between AI and strategy are multifaceted and complex. Thus, significant work, including new theoretical, practical, and methodological insights, will be required to thoroughly understand the interactions between AI and strategy."⁴

Recommended Next Steps:

- Establish a cross-disciplinary strategy team to continually reassess value definitions, monitor technological progress, and engage with emerging economic trends.
- Invest in research partnerships and open innovation platforms to accelerate progress toward AGI while ensuring alignment with evolving societal values.

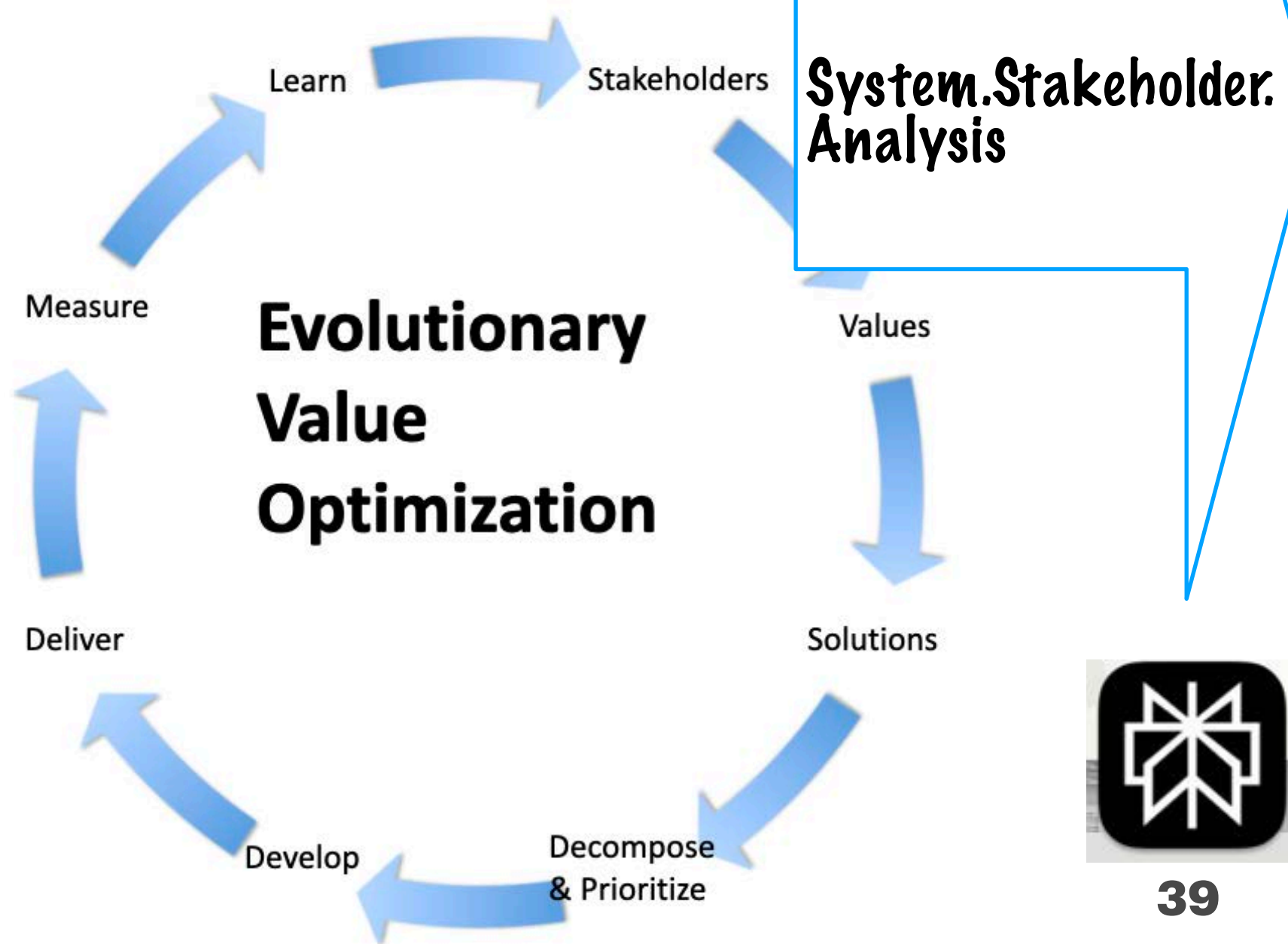


3.3.0 Stakeholders

EVO Step 1: (System.Stakeholder.Analysis)

PROMPT: EVO-cycle Step 1: suggest the 10 most critical stakeholders, including inanimate ones like laws, and incorporation specifications, in a Table. Give each Stakeholder a short mnemonic tag, next column a description or definition, then, using mnemonic Tag list 3 of their most critical Values, each in 1 column, and cite why it is a critical value.

- The only good first step is stakeholder analysis. Stakeholders are, by definition, the **source** of values and constraints
- If we started directly with ‘Objectives’, as many planning processes do, we would be illogically skipping insights
 - Understanding *multiple* stakeholder Values
 - Understanding stakeholder *power* in relation to us
 - Understanding *conflicting* values amongst stakeholders
 - Understanding *commonly held* values amongst stakeholders.

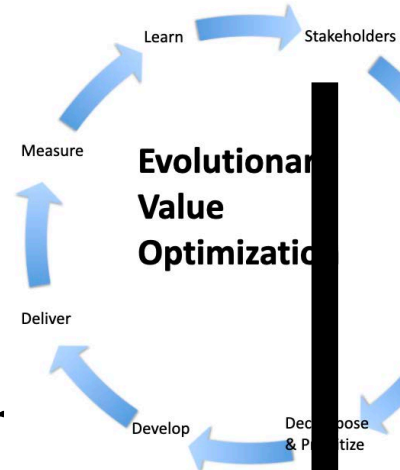


Mnemonic Tag	Stakeholder	Description/ Definition	Critical Value 1	Why Critical (1)	Critical Value 2	Why Critical (2)	Critical Value 3	Why Critical (3)
USER	End Users	Individuals or organizations using the AI system	Usability	Directly impacts adoption and satisfaction ⁴	Trust	Essential for acceptance and ongoing engagement ⁴	Safety	Users expect systems to avoid harm ⁶
DEV	Developers/ Engineers	Professionals building and maintaining AI systems	Explainability	Needed for debugging, improvement, and accountability ⁴	Reliability	Ensures system works as intended ⁴	Compliance	Must meet legal and ethical standards ⁶
DATA	Data Providers	Entities or systems supplying training and operational data	Data Quality	High-quality data is essential for effective AI ⁴	Privacy	Data must be handled lawfully and ethically ⁶	Bias Minimization	Reduces risk of unfair outcomes ⁶
REG	Regulators/ Lawmakers	Government agencies and bodies setting and enforcing AI laws	Safety Standards	Protects public from harmful AI outcomes ⁷	Transparency	Enables oversight and public trust ⁶	Accountability	Ensures clear responsibility for AI actions ⁷
ORG	Organization/ Company	The legal entity owning and operating the AI system	Profitability	Must remain sustainable to invest in value improvement ⁵	Reputation	Trust is vital in AI markets ⁵	Compliance	Legal operation is mandatory ⁶
OWN	Owners/ Shareholders	Individuals or entities with financial stake in the AI company	Return on Investment	Financial returns drive continued support ⁵	Risk Management	Owners want to avoid liability and losses ⁵	Strategic Growth	Growth ensures long-term viability ⁵
LAW	Laws/ Regulations (Inanimate)	Statutory and regulatory frameworks governing AI	Legal Compliance	Non-compliance risks shutdown and penalties ^{6,7}	Data Protection	Laws often mandate privacy and security ⁶	Human Oversight	Regulations increasingly require human-in-the-loop ⁶
INC	Incorporation Specifications	Foundational documents and rules for company operation	Governance Structure	Defines decision-making authority and processes ⁶	Liability Limits	Protects individuals and assets ⁶	Mission Alignment	Guides strategic direction ⁶
PUB	Public/Society	Broader society affected by AI deployment	Social Benefit	AI must contribute positively to society ^{4,8}	Safety	Public safety is a primary concern ⁷	Fairness	Avoids systemic discrimination and harm ^{6,8}
AUD	Auditors/ Compliance Officers	Internal or external parties ensuring adherence to standards and regulations	Transparency	Enables detection of issues and builds trust ⁶	Accountability	Ensures responsible actions and traceability ⁶	Continuous Monitoring	Ongoing oversight prevents drift and non-compliance ⁷

3.3.5 Stakeholders

Why is this step necessary?

- The logical necessity of this process (**System.Stakeholder.Analysis**) is
 - To discover all critical stakeholders
 - Defined as stakeholders having one-or-more values, that are **critical** to our (defined **System of Interest, SOI**) success or failure.
 - To be able to prioritize the stakeholders Values
 - Particularly the critical ones, and the most critical values in the **shorter term**
 - The ‘Why Critical’ question, points to a **higher level of concern** (Level of Impact, LOI)
 - It helps us distinguish between *our* level of concern (Level of Service, LOS) and those we Serve (SOI).
 - This is advanced *systems thinking*.
 - We are forcing ourselves to look at the ‘extended related system and culture’, *far beyond narrow* - ‘customer’, ‘shareholder’ focus.
 - We are using a *richer stakeholder definition* than usual, by including all *non-biological* stakeholders, like laws, contracts, policies, customs.
 - By identifying the stakeholder as the **source** of a **value**:
 - we can later sense *changes* at the stakeholder, which give us *changes in their Values* (Tracing, Tracking), which are potential changes our *our* prioritized requirements, derived from *their* changed values.
 - we can also sense changes in stakeholder **power**, related our System of Interest. This influences our prioritization of the stakeholder values, we might choose to adopt as *our* system requirements.
 - This systematic stakeholder analysis, leading to adoption of quantified value objectives, as a prerequisite for engineering design of solutions, is arguably an **engineering process**; not a mere blind traditional ‘craft process’ (like ‘serve shareholders financially’)
 - Systematic stakeholder analysis, is appropriate for a wide variety of systems, and appropriate for large and very-complex systems. It is an engineering tool, rather than a narrow oversimplified planning culture.



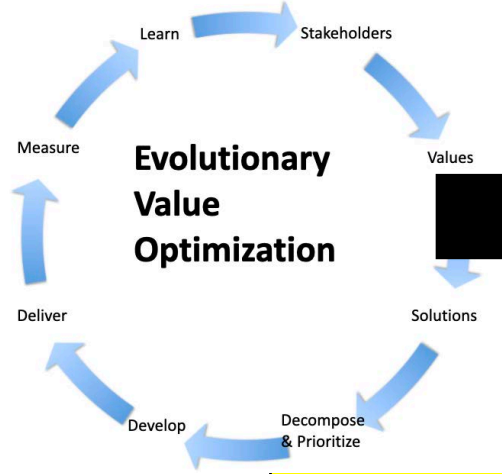
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3.4.0 Value Specification

EVO STEP 2: ‘System.Values.Specification’

PROMPT: Now select the 10 most critical Values, and specify them in Planguage in a Table, with Tag, Scale of Measure, Meter for Feedback, Status 2025 for an AI company, Minimum Tolerable Level by End 2028, Goal 2030, a Column for Stakeholders Affected Make a Separate Table with This format for all other Critical Values you suggested for stakeholders Earlier, called Deferred Value Objectives.

- We identified Values in connection with the stakeholder analysis.
- We also collected (Why this Value) some insight into the priority of the Value. What ‘higher purposes’ (POI) does it serve?
- We have enough information (stakeholder needs, stakeholder power, higher purpose) to continue ‘engineering’ the value specification. Deciding which stakeholder values we need to adopt as ‘our’ requirements.
 - At the same time we have too little information (about how much of what and when) to enable us to clearly identify *solutions* or ‘*the means to deliver the values*’.
 - And, an engineering point here, until we identify the necessary *means* (I am avoiding the obsolete term ‘strategy’) to deliver values, we *cannot logically know the costs* of resources involved. So we are far away from ‘approving’ the Value Objectives as serious commitments. We are remote from being able to commit to ***our*** ‘Goals’, not mere preliminary stakeholder ‘Wishes’, which are without knowledge of the consequences (side-effects, and costs))
- We need to craft a clear engineering *value-specification*, not fluffy ‘management’ or ‘politician’ blah blah. This is the central shift in planning method: *quantification*. [Quanteer]
 - We know, and AI apps know, if you do not, that all variable (e.g. can ‘improve’, be ‘better’) values *can* be defined with a *Scale of Measure* [CE, Chapter 5]
 - Obviously this allows us to *clarify how much value* the stakeholder needs (Wish level), and which level we *intend to try to deliver* (Tolerable, Goal levels).
 - This **value quantification** is the *engineering enabler* for design, for feedback, for learning, for understanding efficiency, competitiveness and profitability.



	Scale of Measure	Meter for Feedback	Status 2025	Minimum Tolerable Level by End 2028	Goal 2030	Stakeholders Affected
ExecLead	% of C-suite AI engagement & decision participation	Quarterly exec meeting minutes & project sign-offs	75 %	90 %	100 %	ORG, OWN, DEV
DataQuality	% of data sets meeting quality standards	Quarterly data audits	70 %	90 %	99 %	DEV, DATA, USER, PUB
AI-Gov	% of AI models under formal governance framework	Annual governance report	60 %	90 %	100 %	REG, ORG, LAW, AUD
UserTrust	Net Promoter Score (NPS) / Trust Index	Biannual user surveys	62	75	85	USER, PUB, ORG
Compliance	% of models compliant with all relevant regulations	Compliance audit results	85 %	98 %	100 %	LAW, REG, ORG, DEV, AUD
TeamSkill	% of AI team with advanced/updated certifications	Annual HR skill audit	55 %	80 %	95 %	DEV, ORG, OWN
RunReliability	% uptime of production AI systems	Automated uptime monitoring	97 %	99.5%	99.99%	USER, DEV, ORG
Scalability	Max. concurrent users/models supported without failure	Load testing results	10,000	100,000	1,000,000	USER, DEV, ORG
Integration	% of business processes seamlessly integrating AI	Integration audit	40 %	80 %	100 %	ORG, DEV, USER
ContinuousLearn	# of iterative model improvements per year	Model release logs	6	12	24	DEV, ORG, USER

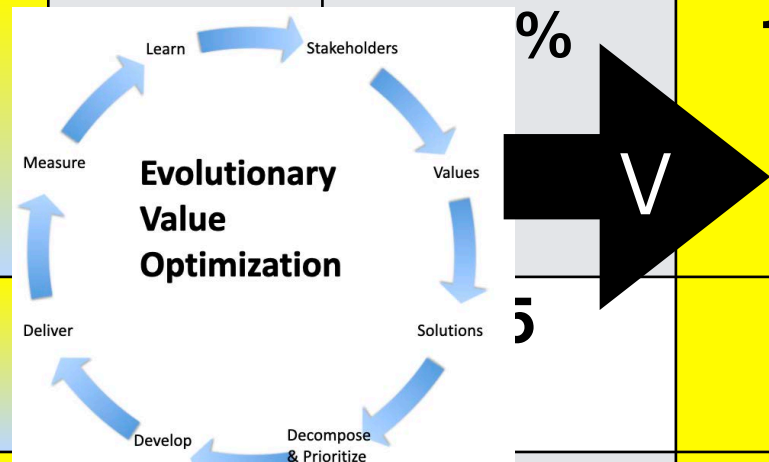



3.4.5. Value Specification

EVO STEP 2: 'System.Values.Specification'

Why is this step necessary? Is it 'engineering' ?

- Value Specification Metrics are a necessary engineering tactic.
- The definition of a value's 'Scale of Measure' is absolutely critical
 - Sometimes we are best serviced by a *set of related Scales of measure*, for example for things like Usability [CE, Chapter 5]
 - Sometimes the **Scale** can be enriched, to give a high-level model, of a complex system, using a [Scale Qualifier]
 - For example: Scale: % of [Customer Types] who use our [Product] for specific [Purposes]. [VR, SEA]**
 - There are, generally speaking, many potential Scale specifications available. Ask AI ! We need to select the ones that best reflect our stakeholders' understanding of a value. [JTBD]
 - Of course, a poorly-chosen Scale will mislead us. But smart Scales is something we can learn about in our local specific (SoI) culture, and store as 'system wisdom' [SM, CE], and reuse; and we can add new improved ideas, about Scales, to upgrade our system's capability.
- The '**Meter**' specification defines a *measurement* and *feedback* process, applicable to the particular Scale. Meters are part of 'engineering' decisions and tools.
 - There are usually many alternatives, but a Meter must fit, relate to, the Scale.
 - Any given Meter, will have *several* qualities (like *accuracy, ease of training, tools availability*), and several costs (like *financial, duration, effort, training costs, tools costs*)
 - Sometimes we need more than one Meter, for short-term and long term-purposes. For quick feedback, and *later* - for solid verification, that the improvement is *still* in place.
- There are a variety of *levels of performance* on the value Scale [CE, SEA, VR] but we can discuss **Goal** as an example.
 - Goal levels, in Planguage, are not loose aspirations. They are defined as *firm commitments*.
 - There are about 8 conditions [CE, Glossary 'Goal'] for specifying a Goal (instead of a loose 'Wish' level). These concepts are formally defined in Planguage [CE, page 366].
 - A committed ('Goal') Value level, must be *technically possible*, and *affordable*, and *prioritized*.
 - This requires us to find technically-realistic designs, to meet the Goal, by the Goal **Deadline**, and to find the resources necessary, to apply those designs, in competition with all other concurrent resource priorities (all other designs and all other value Goals).
 - This is a deep engineering logical truth, and taking it seriously, will by its nature, improve the probability of success (on time, below budget, values delivered, [Flyvbjerg])

Tag	Scale of Measure	Meter for Feedback	Status 2025	Minimum Tolerable Level by End 2028	Goal [2030]	Stakeholders Affected	
ExecLead	% of C-suite AI engagement & decision participation	Quarterly exec meeting minutes & project sign-offs	75 %	90 %	100 %	ORG, OWN, DEV	
DataQuality	% of data sets meeting quality standards	Quarterly data audits	70 %	90 %	99 %	DEV, DATA, USER, PUB	
AI-Gov	% of AI models under formal governance framework	Annual governance report				100 %	REG, ORG, LAW, AUD
UserTrust	Net Promoter Score (NPS) / Trust Index	Biannual user surveys				85	USER, PUB, ORG
Compliance	% of models compliant with all relevant regulations	Compliance audit results				100 %	LAW, REG, ORG, DEV, AUD
TeamSkill	% of AI team with advanced/updated certifications	Annual HR skill audit				95 %	DEV, ORG, OWN
RunReliability	% uptime of production AI systems	Automated uptime monitoring	97 %	99.5%	99.99%	USER, DEV, ORG	
Scalability	Max. concurrent users/models supported without failure	Load testing results	10,000	100,000	1,000,000	USER, DEV, ORG	
Integration	% of business processes seamlessly integrating AI	Integration audit	40 %	80 %	100 %	ORG, DEV, USER	
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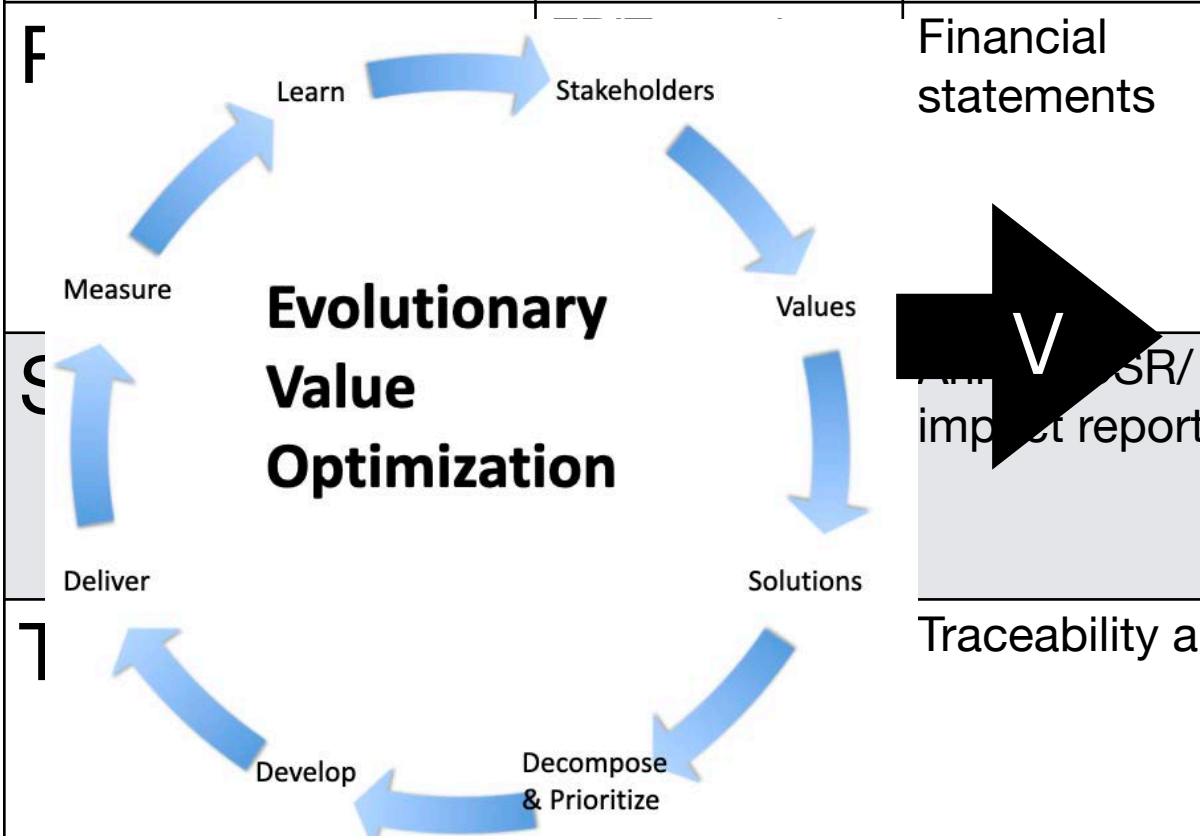


3.5 Deferred Value Priorities

Specification.Deferred {RO, LPO, PO}

- Once a Value is committed (Goal, Tolerable levels, not ‘Wish’) then it is *officially* prioritized.
- Notice that these ideas (Goal, Wish, Metrics) are part of our *engineering methods of prioritization* (not other oversimplified prioritization methods, which are *not* based on engineering metrics).
- There is a logical and practical necessity to keep track of Value Objectives which are **not yet**, and *might never be* made official.
- We have defined 3 categories of these ‘deferred objectives’
 - RO: *Rejected* Objectives
 - PO: *Possible* Objectives
 - LPO: *Lower Priority* Objectives
- There are always a larger number of value Objectives competing for our limited resources. But when the initial critical value set (Top Ten Critical Values) is achieved (i.e. Done, met specified Level) we can analyze the Deferred Objectives, even those rejected earlier, and prioritize another ‘batch’ of objectives.
- In this way we evolve the value stream delivery, as both, resources permit, and as changing stakeholder needs, dictate.



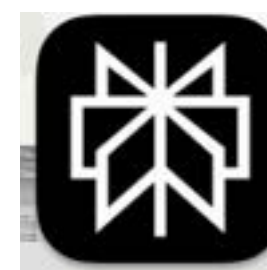
Tag	Scale of Measure	Meter for Feedback	Status 2025	Minimum Wish Level by End 2028	Wish 2030	Stakeholders Affected
Explainability	% of models with explainability documentation	Model documentation audit	50 %	80 %	100 %	DEV, USER, REG, AUD
Privacy	% of user data anonymized and protected	Privacy audit results	80 %	95 %	100 %	USER, DATA, LAW, REG
Fairness	% of models passing bias/fairness tests	Quarterly fairness assessments	60 %	90 %	99 %	PUB, USER, REG, AUD
	Financial statements		12 %	15 %	20 %	OWN, ORG
	SR/impact report		2	5	10	PUB, USER, ORG
	Traceability audit		40 %	80 %	100 %	USER, REG, AUD, PUB
	MissionAlign	% of projects aligned with corporate mission	Annual strategy review	75 %	90 %	100 %
RiskMgmt	# of critical incidents per year	Incident report log	5	2	0	OWN, ORG, LAW, REG
Safety	# of user harm incidents per year	Safety incident log	1	0	0	USER, PUB, REG
HumanOversight	% of critical AI decisions with human review	Oversight audit	60 %	90 %	100 %	LAW, REG, AUD, USER

3.6.0 Solutions

Process Tag: System.Solutions.Specifications

- Solutions to system improvement have many synonyms: *means, strategies, tactics, architecture, design.*
- Solutions are specific **actions** that *hope* to help us *improve* the system stakeholders' value levels.
- Solutions are only as good as the 'real improvements' that they give us, and *continue* to give, to our System of Interest.

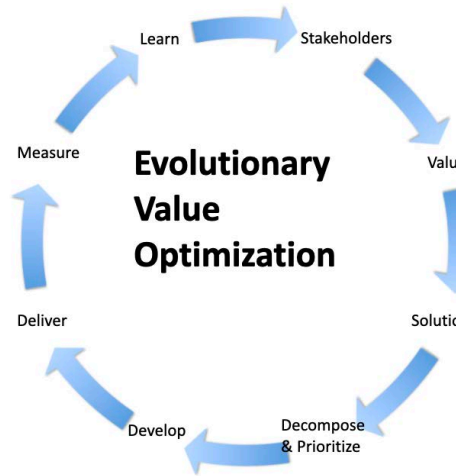
Solution Tag	Solution Description	Citations	Rough % Impact on Best-Impacted Value	Capex Estimate (EUR)	Opex Estimate (EUR)
AI-GovBoost		1, 2	90% (AI-Gov)	10M	2M/year
DataGold			80% (DataQuality)	15M	3M/year
TrustPilot			70% (UserTrust)	2M	1M/year
CompAssure		2	90% (Compliance)	8M	2M/year
SkillForge	Implement ongoing AI upskilling programs, certifications, and internal hackathons		60% (TeamSkill)	1M	0.5M/year
UptimeMax	Upgrade infrastructure for 99.99% uptime: redundancy, cloud failover, predictive maintenance	5	90% (RunReliability)	40M	5M/year
ScaleSky	Expand scalable cloud/AI infrastructure for 10x user/model concurrency	5	80% (Scalability)	100M	10M/year
SeamlessOps	Integrate AI into all business processes via APIs and workflow automation		70% (Integration)	5M	2M/year
LearnLoop	Set up continuous deployment and A/B testing for rapid model iteration		60% (ContinuousLearn)	3M	1M/year
ExecEngage	Mandate C-suite AI engagement, strategic reviews, and AI-driven decision dashboards		50% (ExecLead)	1M	0.2M/year



3.6.5 Solutions Engineering

Process Tag: **System.Solutions.Specifications**

- Success through engineering rigor.
- We cannot select and maintain solutions based on fashion, power, or corruption. If we do, we will fail.
- Solutions must pass a set of ‘*engineering logic*’ tests: of ‘actually delivering the value improvements’. First ‘potentially’, then ‘really’, then ‘continuously’.
 - Solutions must initially be *estimated* to contribute to the planned levels of objectives (Goal, Tolerable)
 - They must deliver the value levels *on time*, at reasonable *costs*
 - without having unacceptable *negative side-effects* on other values
 - without violating official (specified) *constraints*. [Guides]
 - Solutions need to *actually deliver* their expectations for their life-cycle, or close enough, in practice
 - They need to avoid high *risks* of failure, of the expected value-level, or of the failure from *unexpected sudden negative deviation*.
- All these considerations depend on the ability to *quantify the values*, and quantify attributes of the *solutions*, and to *measure* ‘deviation from needed improvements’.
 - Not based on intuition, or feelings, or even traditional craft and custom.
 - There are too many concurrent values to consider, and other factors, and too many stakeholders and priorities, to allow ‘simplistic thinking’ to win.
 - Complex dynamic systems, require ‘engineering’
 - Simpler systems can apply a craft.
- A large number of projects [Clegg, Flyvbjerg] fail today in one or more dimensions, and I believe the root cause is the *lack of engineering*, especially in ‘management’ (‘strategic planning’) and IT (‘Agile Transformations’).



Solution Tag	Solution Description	Citations	Rough % Impact on Best	Capex Estimate (EUR)	Opex Estimate (EUR)
AI-GovBoost	Establish a formal AI governance board, policies, and compliance automation tools	2	90% (AI-Gov)	10M	2M/year
DataGold	Invest in automated data quality pipelines and real-time validation systems		80% (DataQuality)	15M	3M/year
TrustPilot	Launch continuous user trust and feedback analysis, including NPS dashboards		70% (UserTrust)	2M	1M/year
UpAssure	Deploy end-to-end compliance monitoring, legal, and automated audit trails	2	90% (Compliance)	8M	2M/year
TeamSkill	Implement AI upskilling programs, certifications, and internal hackathons		60% (TeamSkill)	1M	0.5M/year
UptimeMax	Upgrade infrastructure for 99.99% uptime: redundancy, cloud failover, predictive maintenance	5	90% (RunReliability)	40M	5M/year
ScaleSky	Expand scalable cloud/AI infrastructure for 10x user/month concurrency	5	80% (Scalability)	100M	10M/year
Seamless Ops	Integrate AI into business processes via APIs and workflow automation		70% (Integration)	5M	2M/year
LearnLoop	Set up continuous deployment and A/B testing for rapid model iteration		60% (ContinuousLearn)	3M	1M/year
ExecEngage	Mandate C-suite engagement, strategic reviews, and AI-driven decision dashboards		50% (ExecLead)	1M	0.2M/year

3.7 ‘Deferred Priority’ Solutions

Spec Tag: **Spec.Solutions.{RS, PS, LPS}**

- If we want to deliver selected values early, and for *sure*, then we have to give *them* priority, to ‘get done’, or to get ‘started’ before others.
- This implies that some solutions are ‘left out’ in the initial commitment to **Develop, Deliver, Measure, Learn, in the EVO cycle..**
- But, *some* solutions, will be necessary, and desired - **later on**.
- We need a systematic way to remember them, and to not leave this to individual recall.
- I have applied a simple device, of ‘keeping such deferred solutions in the system plans’, and ‘keeping them updated’, for example when new ideas surface.
- These **deferred solutions** are:
 - RS: Rejected Solutions
 - PS: Proposed Solutions
 - LPS: Lower Priority Solutions
- They are all, even the previously Rejected Solutions (RS), available for renewed consideration, along with any other potential solutions, when the time for finding suitable solutions, comes around again.

Solution Tag	Solution Description	Citations	Rough % Impact on Best-Impacted Value	Capex Estimate (EUR)	Opex Estimate (EUR)
ExplainX	Deploy explainable AI tools and model documentation frameworks	<u>2</u>	60% (Explainability)	2M	0.5M/year
PrivGuard	Enhance privacy with advanced anonymization, federated learning, and encryption				
FairAI	Implement fairness/ bias detection pipelines and diverse data sourcing				
ProfitEdge	Launch AI-driven cost optimization and revenue analytics				
SocImpact	Fund AI-for-good initiatives and public benefit projects				
TraceAI	Build traceability for AI decisions with audit logs and lineage tracking				
AlignCore	Align projects with mission via OKR (Objectives & Key Results) and impact measurement		(MissionAlign)		
RiskRadar	Deploy real-time AI risk monitoring and incident response systems	<u>2</u>	50% (RiskMgmt)	3M	0.7M/year
SafeOps	Establish a safety office, user harm monitoring, and incident response protocols	<u>2</u>	50% (Safety)	1M	0.3M/year
HumanLoop	Mandate human-in-the-loop for critical AI decisions and regular oversight reviews	<u>2</u>	40% (HumanOversight)	0.5M	0.2M

The diagram illustrates the Evolutionary Value Optimization cycle. It features a central text 'Evolutionary Value Optimization' surrounded by a circular flow of six stages: Learn, Stakeholders, Values, Solutions, Develop, and Measure. The flow is clockwise, with arrows connecting the stages. A green circle highlights the 'Solutions' stage. Below the diagram, the text 'The EVO Strategy Planning Cycle' is visible.

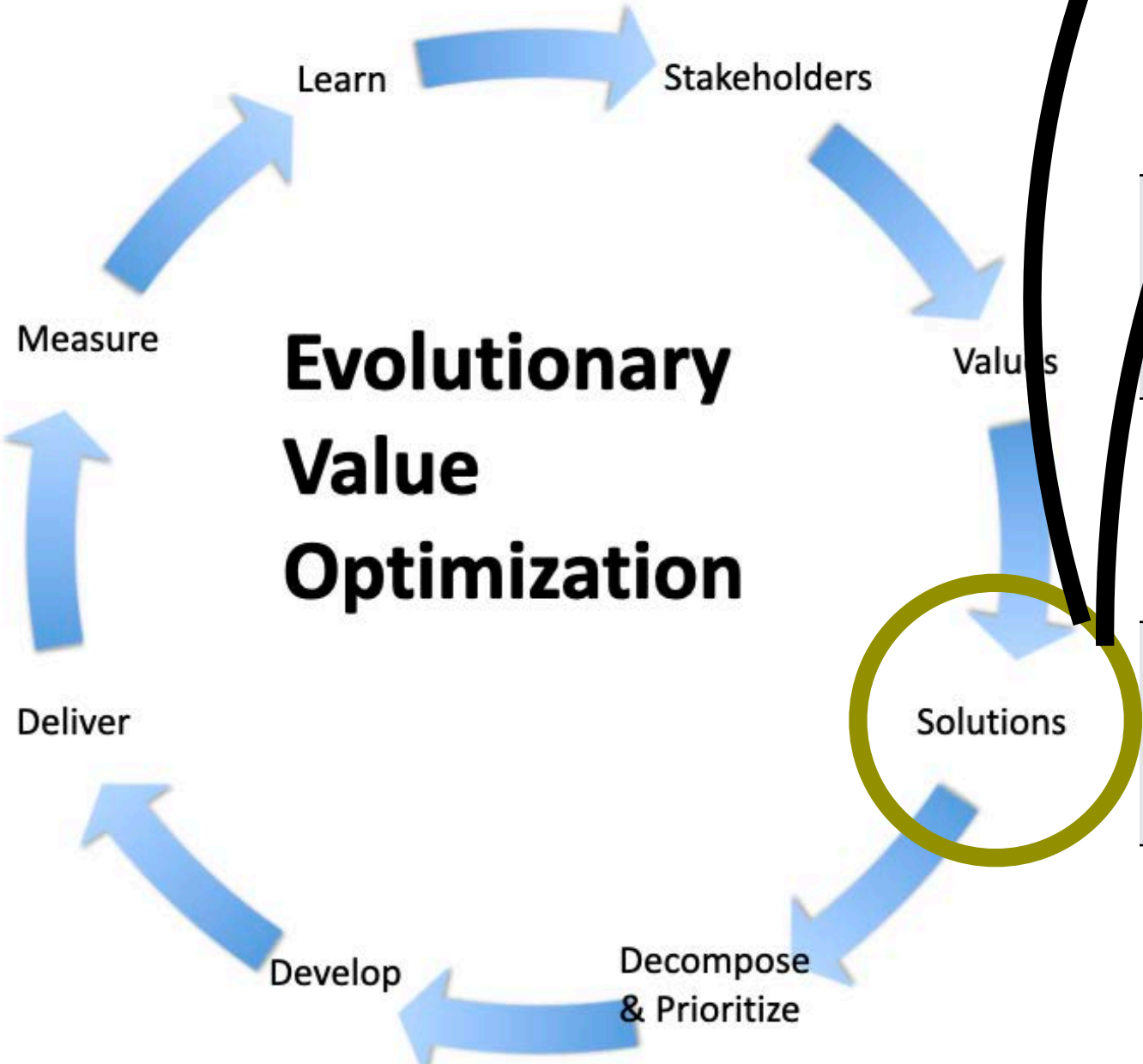


3.8 How ‘efficient’ are the solutions

An ‘engineering’ prioritization tactic

- It is generally a good tactic to *not* try to deliver all strategies at once, by the deadline. That is known as the ‘Waterfall Model’. Big Bang.
- It is generally possible to deliver one, or a few, solutions *early*.
- The selection, of which ones to start off with, can advantageously be made, based on the efficiency of the solution.
 - Efficiency is the ratio of Value/Cost, sometimes called ‘cost-effectiveness’. Sometimes called ‘profit’.
- This allows us to focus our limited attention, and skilled people, more narrowly, and more practically: on ‘getting real value’, and *learning* (weekly, monthly), rather than ‘planning’ and ‘developing’ for a whole year. Before you find out that key solutions, do not work well, at all.
- ‘Exact estimation’ of values and costs, is *not* necessary.
 - AI estimation will be good enough. *Most* of the efficient solutions, will still be in the *early* value delivery cycles, and most-importantly, we can focus on the 10% of the strategies initially, get *some* value early; and learn *quickly*; if we have problems that apply to the *next* solution delivery steps. Like ‘*failure to train or motivate the users, or customers, for successful change*’.
- Even *without* ‘value/cost prioritization’ explained above, we could fruitfully just ‘do solutions’ in any random sequence, and would still get the benefits of just ‘doing only a tenth’ of the total solution set, at once.
- Note that, *efficiency prioritization* (doing the best values/costs ratio solutions early) optimizes the value-delivery stream. Maybe we get 80% of the value in 20% of the time? That is useful for building *credibility*, for *motivation*, and for retaining *budgets* under pressure.

Rank	Solution Tag	Description	Est. % Impact on Exec Support	Capex (EUR, annualized)	Opex (EUR, annual)	Total Cost (EUR, 12 months)
1	ExecEngage	Mandate monthly C-suite AI reviews, AI dashboards, and decision workshops	50 %	200,000	200,000	400,000



			20 %	100,000	100,000	200,000
			10 %	50,000	50,000	100,000
			10 %	60,000	40,000	100,000
			8 %	40,000	30,000	70,000
			8 %	100,000	30,000	130,000
7	PartnerShow	Bring in strategic AI partners for executive Q&A	5 %	30,000	20,000	50,000
8	CommsPlan	Launch internal comms: AI vision, leadership messages	3 %	10,000	15,000	25,000
9	SuccessShare	Share AI success stories in board/exec meetings	2 %	5,000	10,000	15,000
10	Incentivize	Tie exec bonuses to AI milestone progress	2 %	0	20,000	20,000



3.9 Delivering the most efficient solution in monthly increments

Process Tag: Solution.Decompose

The AI Bot can decompose, sequence, and estimate incremental value delivery and costs.

It can also suggest which skills and responsibilities will be advantageous for each value delivery step.

Most Efficient Solution:

ExecEngage (*‘Mandate monthly C-suite AI reviews, dashboards, and workshops’*) delivers the largest impact (50%), for the lowest cost (EUR 400,000 over 12 months).

Monthly Value Delivery Steps for ‘ExecEngage’ solution

Total Incremental Value Delivered: 50%

Responsible Skills:

- Data analytics, business intelligence, executive facilitation, project management, AI strategy, internal communications, HR, and learning & development.

Why This Matters

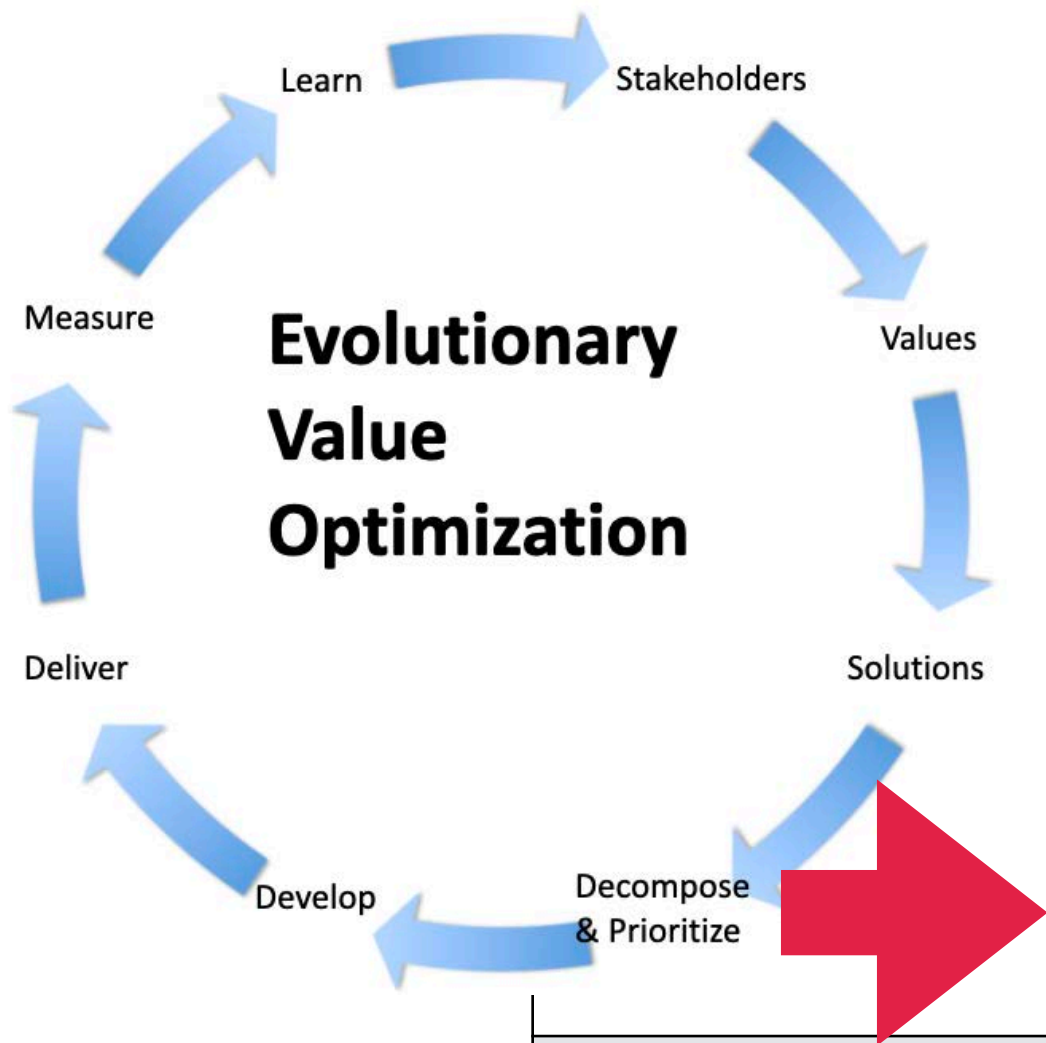
- **Executive engagement** is the foundation for AI transformation, resource allocation, and cultural adoption [237](#).
- Delivering this value early (within 12 months) helps us ensure that subsequent AI investments are aligned, visible, and sustainable.

- The **ExecEngage** solution is highly cost-effective, with clear, incremental steps and measurable outcomes.

The table at the right is a decomposition of the ‘ExecEngage’ solution into 12 monthly value-delivery steps

The AI bot has estimated the rough incremental value expected, as well as the specialists needed for each value delivery step.

It has also prioritized steps early that deliver more value, and this with less value at the end of the delivery sequence.



Month	Step Description	Incremental Value (%)	Responsible Expertise/Skills
1	Design executive AI dashboard & reporting templates	5	Data Analyst, BI Developer
2	Schedule and hold first C-suite AI review meeting	7	Project Manager, C-suite Assistant
3	Collect executive feedback, refine dashboard metrics	3	Data Analyst, Exec Sponsor
4	Launch monthly AI decision workshop with C-suite	5	AI Strategist, Facilitator
5	Integrate AI KPIs into board packs and monthly reports	5	BI Developer, Board Secretary
6	Assign AI initiative sponsors among executives	5	HR, CEO
7	Review and adjust AI project priorities based on exec feedback	5	AI Product Manager, Exec Sponsor
8	Publish internal summary of executive AI decisions	3	Comms Specialist, Exec Sponsor
9	Host external AI expert session for C-suite	4	External AI Expert, L&D Manager
10	Evaluate progress, adjust meeting cadence, update dashboards	4	Data Analyst, Project Manager
11	Share executive AI engagement results company-wide	2	Comms Specialist, CEO
12	Conduct annual review, set next year's executive AI objectives	2	CEO, Board Chair



3.10 Financial Summary to Tolerable Level

PROMPT:

If all ten top strategies were applied, and we completed them by the Tolerable level deadline, estimate the total level of the value metric achieved, by the Tolerable deadline date, and the total financial costs, and total work years

Estimated Value Level Achieved by Tolerable Deadline

If all ten top strategies for executive engagement and support are fully implemented by the tolerable deadline (end of Q2 2026), the **total level of the value metric ("% of C-suite and board actively engaged in AI strategy, decision-making, and oversight") would conservatively reach 95–100%**. This is based on the cumulative impact estimates of the strategies, with some overlap and diminishing returns accounted for.

- **Metric Achieved: 95–100% executive engagement in AI strategy and oversight by end of Q2 2026.**

Total Financial Costs

Capex and Opex Estimates (12 months):

Summing the annualized costs for all ten strategies:

Total Financial Cost:

EUR 1,110,000 for full implementation over 12 months 69.

Total Work-Years Estimate

Assuming each strategy requires a team of 2–3 FTEs for 6–12 months (with some overlap and shared resources):

- **Average FTEs per strategy:** 2.5
- **Duration per strategy:** 1 year (some shorter, some longer, but overlap assumed)
- **Total FTE-years:** 2.5 FTEs × 10 strategies = 25 FTE-years

Adjusted for overlap and shared resources: ~15–18 FTE-years is a realistic estimate for a large AI organization.

Strategy Tag	Capex (EUR)	Opex (EUR)	Total (EUR)
ExecEngage	200,000	200,000	400,000
AI-Steer	100,000	100,000	200,000
KPI-Align	50,000	50,000	100,000
StratMap	60,000	40,000	100,000
AI-Edu	40,000	30,000	70,000
QuickWins	100,000	30,000	130,000
PartnerShow	30,000	20,000	50,000
CommsPlan	10,000	15,000	25,000
SuccessShare	5,000	10,000	15,000
Incentivize	0	20,000	20,000
Total	595,000	515,000	1,110,000



3.11 Total Effort and Cost, to get to the Tolerable levels of the initial Ten Objectives

Supporting Rationale

- The value metric is directly supported by the cumulative impact of the strategies, which are designed to address all major drivers of executive engagement and oversight.
- The cost estimates align with industry benchmarks for enterprise AI change management and leadership alignment initiatives 69.
- The work year estimate reflects the need for cross-functional collaboration, but also accounts for efficiency gains through parallelization and resource sharing.

Conclusion:

By completing all ten strategies on time, an AI company can expect to achieve near-total executive engagement in AI strategy and governance, at a total cost of approximately EUR 1.1 million and 15–18 FTE-years of effort by the tolerable deadline.

Summary Table

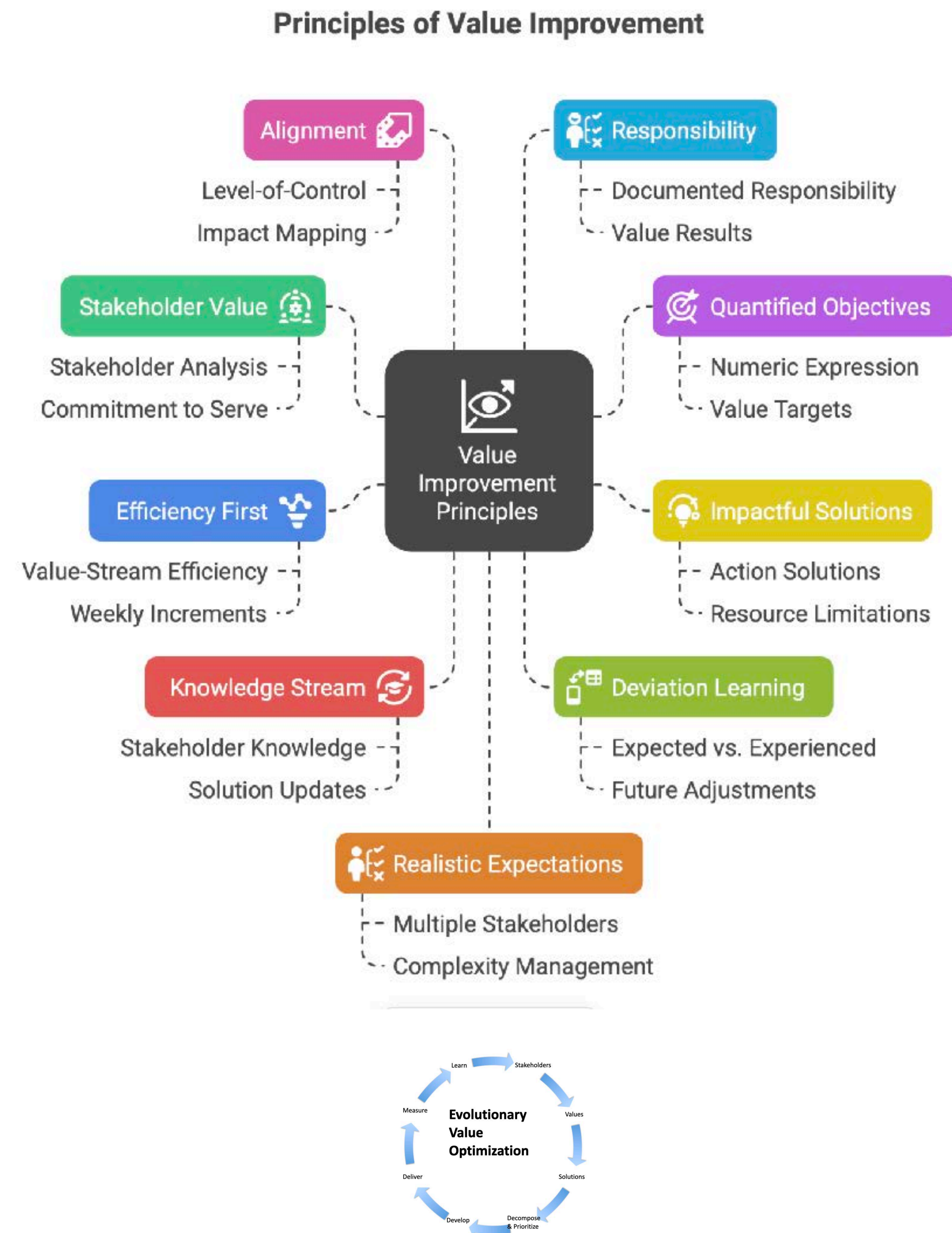
Metric/Resource	Estimate (by End Q2 2026)
Value Level Achieved	95–100% executive engagement
Total Financial Cost	EUR 1,110,000
Total Work Years	15–18 FTE-years

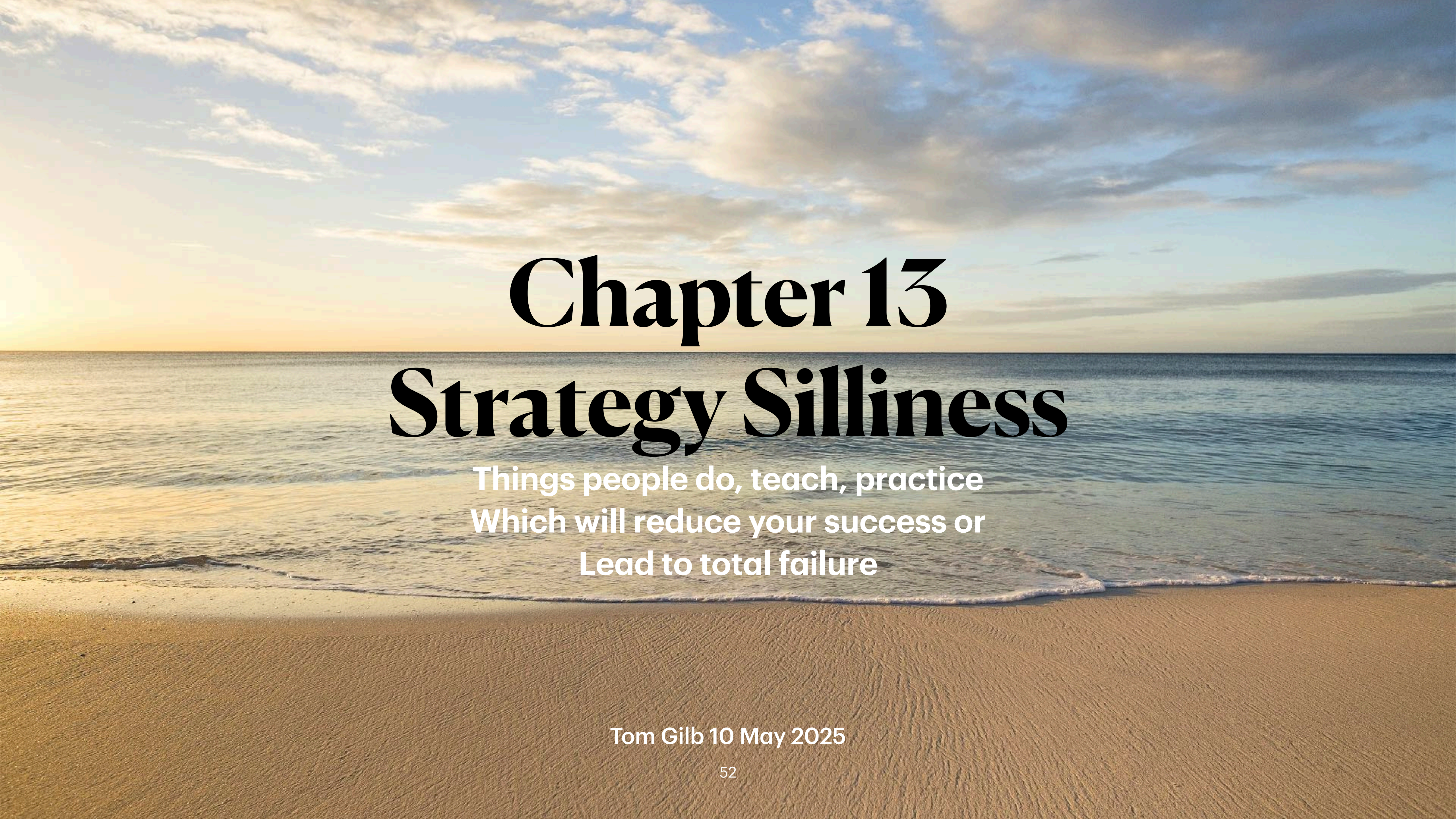


4 Principles of Value Improvement ('VI') Systems Engineering

As a more-advanced method of obsolete 'Strategy'
© 14 July 2025 Tom Gilb, for Strategy-Ring

1. **VALUE FIRST:** Stakeholder value analysis, and commitment to serve them, is the prime driver, of all planning, implementation and maintenance, of a given system.
2. **QUANTIFIED:** All Stakeholder Value objectives are expressed *quantitatively*.
3. **IMPACT:** All 'action solutions' are judged on their ability to meet value-delivery objectives, within resource limitations.
4. **EFFICIENCY FIRST:** Prioritization is based on value-stream *efficiency*
5. **VALUE STREAM:** Solutions will be delivered in small, like *weekly*, increments
6. **KNOWLEDGE STREAM:** Knowledge of stakeholders, values and solutions will be continuously updated; so that future decisions, and planning, is optimized and adjusted.
7. **DEVIATION LEARNING:** Every value-delivery cycle will compare numeric values-and-costs *expected*, to those *experienced*, and *learn* from it, to *adjust* the future plans and actions.
8. **ALIGNMENT:** Every level-of-control, will map numeric intent and results, about the impacts levels it supports (impacts), and also about the impact levels needed for the 'supporting values' (which impact our SOI -System Of Interest) as pre-requisites for reaching our value targets.
9. **RESPONSIBILITY:** Individuals, and small teams, will take documented responsibility, for good planning, and for delivering useful and planned 'value results'.
10. **REALISTIC:** We will normally *expect to cope with the inevitable multiplicity* of critical stakeholders, values, constraints, costs, solutions, and delivery cycles: not dangerously simplifying them to 'one or too few', yet not overwhelming ourselves with too many (like 25) at one time.





Chapter 13

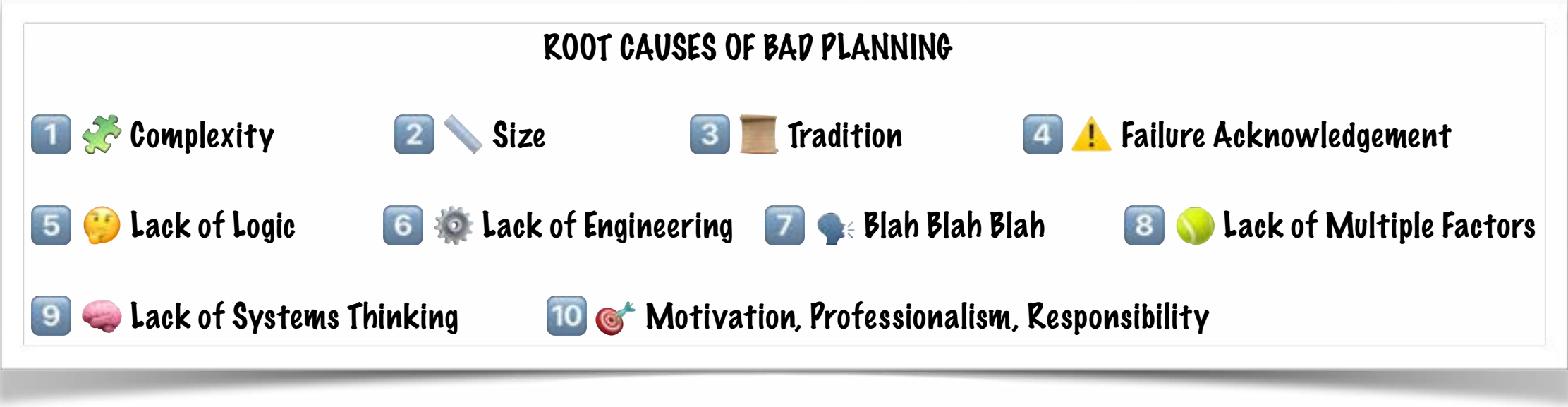
Strategy Silliness

Things people do, teach, practice
Which will reduce your success or
Lead to total failure

Tom Gilb 10 May 2025

13.1 Root Causes of Bad Planning

A random list of my intuition about root causes.
Each of these has further root causes. But we pause at this level.



1. Complexity

Organizations today can be incredibly complex, with very complex sub-systems (like an AI product), and a complex set of stakeholders who are well outside the main organization, like EU, NATO, USA Executive Branch; yet which have significant influence on the plan.

[Technoscopes]

2. Size

Planning for a simple organization, like your family or yourself, is difficult enough. But some of the organizations we might have to plan for, are incredibly much larger. I am currently planning for all industries in Ukraine! (‘UCA’).

3. Tradition

It takes decades for planning methods to mature, at the development and teaching level. Most methods seem to be based on, even earlier traditions, of planning. Most of these methods and their traditions seem to pre-date the modern types of multinational service organizations. The traditions are not good enough for the present reality. Organization change is faster than the planning methods’ adaptation.

4. Failure Acknowledgement

Whenever I listen to a planning methods presentation, I try to ask about some measure of a success rate; especially as compared to any other known methods. There are never any impressive answers. Usually total evasion of my question. People spout methods, and regurgitate methods ideas, without any responsibility for research on the efficiency of the whole, or any part of it. Why bother if people are paying and buying into the methods *without* proof of values. We expect better from medicine, right? Yet even there Pharma sells and forces dangerous addictive drugs on millions of people. Profit conquers rational argument. Sick culture, but real, right now.

5. Lack of Logic

I have been struck but the very large number of violations of simple logic, about causes and effects, about the sequence of doing things, about prioritization, about decision-making, about design. My logical sense is continuously violated. *One dominant example is the logic of why a particular strategy is selected at all. The method norm is that it is justified by some ‘nice sounding platitudes’ (aka BS); but not any rigorous matching, theoretically and in practice, with the many critical objectives and constraints, of the planning process.*

6. Lack of Engineering

Engineering is the discipline, which society uses, to conquer large complex new technology systems, when mere traditional craft (bricklaying, stonemasonry, farming) would probably fail. But ‘engineering’ is a totally different world from the MBA HBR strategy professors. They do not even discuss engineering, or care to experiment with it, or tell us why they do not do it. *The most blatant example, amongst many is the lack of quantification of all the critical stakeholder values. They quantify the traditional financials, but the moment it is non-financial (think Balanced ScoreCard) like Security, Usability, Co-operation, Alignment, or Competitiveness: they avoid clarity, and regurgitate the ambiguous [Quanteer]*

7. Blah Blah Blah

The strategy books, and blogs, strike me as *thousands of unintelligible sentences*. It sounds nice, and many find it attractive. But I cannot understand it, even if I try carefully to decode it. Defined term Glossaries are few. This is the language of slick politicians, and dream sales-people. People are gullible, for sure. But it is not useful, it is wasteful for society and should be illegal. Well maybe the board of directors or CEO should outlaw it.

8. Lack of Multiple Factors

Throwing one tennis ball up and catching it, is easy. Juggling 2, then 3, then 4 or more balls gets progressively difficult. Same thing with dealing with many objectives, and many strategies. People *try* to ‘keep it simple’. But *things should be as simple as possible*, not **too** simple [Simple]. Try to not overwhelm top managers with too many thoughts, at the same time. But if there really are ten critical objectives, and any one of them, by definition, can destroy the entire organization then, like a doctor worrying about all the organs in your body, you just have to deal with them all, and keep all of them under control (avoid failure) and preferably have enough body-mind ‘strategies’ to ‘succeed’ and compete. You might need tools, that exceed the ‘simple mind’ capacity. But we have them. The *written* word is a good start. Oral and bullet point is dangerous and weak.

9. Lack of *Systems* Thinking:

By ‘systems thinking’, I mean, *making use of absolutely every tool* that will help us succeed. *Even, for example ‘engineering’ (Impact Estimation Table), or ‘Science’ (strategy hypothesis), or AI, or even a simple specification parameter, like ‘who approved this?’* In addition to this broad, no-holds-barred, systems thinking, there is the idea of *all related system components*, and our System Of Interest’s supra-systems. Now add a term discussed above, and we have ‘systems engineering’ which is my idea of a replacement of traditional strategy (Chapter 12, IV).

10. Motivation, Professionalism, Responsibility

I do not see the motivation to plan well. We get the same pay and positions, no matter how bad planning is. I do not see any necessary motivation (except in Ukraine!). Deep professionalism is totally lacking (think top sports). And who precisely takes explicit responsibility for bad group-planning, which takes *years* to deliver results, which we cannot early and continuously match up to our (unfortunately) ambiguous objectives?

13.3 Main Categories of **Bad** Practices

Each category has many instances

1. Stakeholder Analysis

The term *stakeholder* is rarely used in traditional strategy planning. Their focus is narrowly on *shareholder, customer*. There are usually *dozens* of **critical** stakeholders, with dozens of **critical** values. [Stakeholder Engineering]. Missing *critical stakeholder values*, in your plans, is a ‘death risk’ to your system.

2. Values Analysis and specification

The Values that traditional strategy planners include in their planning, are traditionally far too few (sales, share, profit). And even the financial factors are immature (operation costs, Technical Debt missing). But the non-financial value and qualities are not taken seriously, and not quantified, as a rule. And where a critical value specification might really justify ten or more parameters (like Source of Value Level, Consequences of not delivering enough or fast enough, multiple concerned stakeholders), there is oversimplification, lack of useful data, for decisions and changes. [VR]

3. Design of Strategies

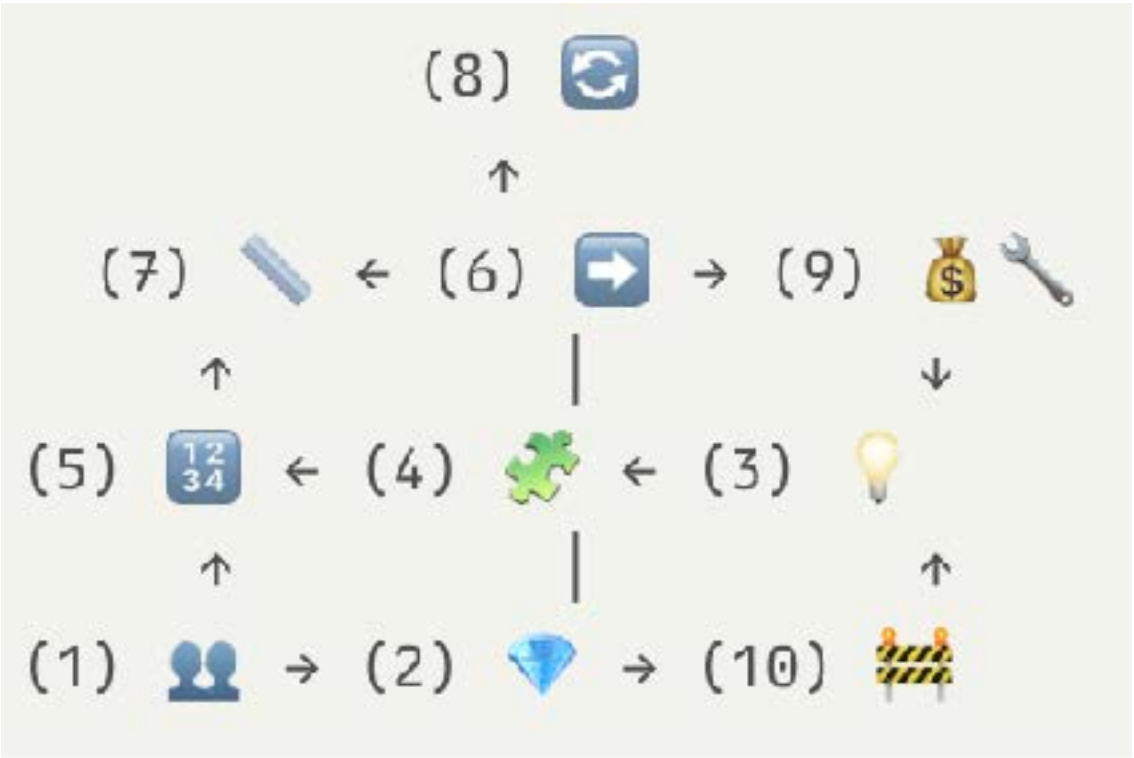
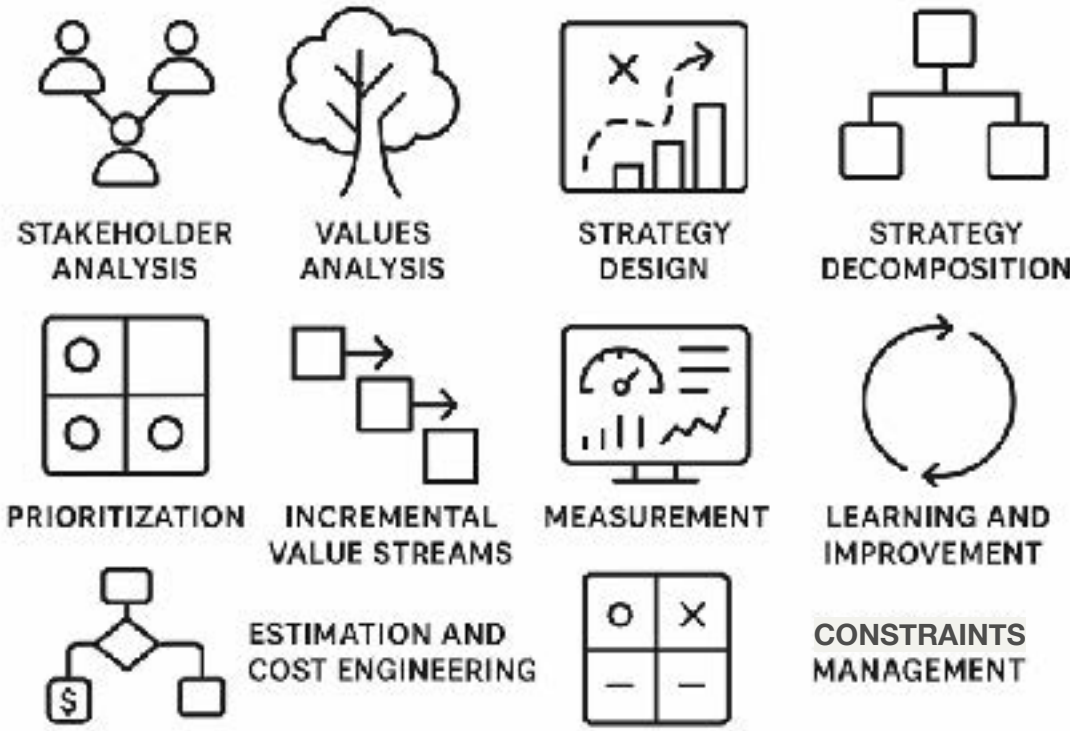
Strategies might be brainstormed, or ‘sold’ to management by consultants and salespeople. But there is no written method for designing a strategy (set) to meet 10 Value Requirements, and 5 Resource Budgets, and 10 official constraints. ‘Design’ just is not a management term or discipline.

4. Decomposition of Strategies

The concept of decomposing a big strategy into a set of sub-strategies, each of which delivers some incremental value, is rarely to never discussed. They are not even very good at detailing practical tasks, let alone value-delivery strategies. AI tools are actually quite useful for doing this better than most human professionals. The problem is that strategy implementation takes years, and a lot of money, before any results appear, and the real result is failure. But the people doing it don’t care, they get paid. If you cannot decompose your strategies into weekly increments, you are incompetent and dangerous. Get some help from AI.

5. Prioritization of Stakeholders, Values, Solutions.

Most all methods of prioritization are useless, because they are not a function of the efficiency of delivering values in relation to costs. [Priority]



6. Incremental Value Streams

There is much discussion of work **output** streams, then people wake up and say ‘**outcome**’ (meaning value delivery). Very muddled. There needs to be planning, to maximize the early and frequent (next week and every week) flow of prioritized value. There is as good as no discussion or teaching, of this EVO method. ‘Agile’ talks ‘value’, but does not practice this at all.

7. Measurement of Value Results

Of course, all critical Value Objectives. need to frequently (weekly) measure the numeric value delivery. This is especially difficult when there is no strategy tradition, for quantifying the objective in the first place. It is also difficult if we have not decomposed into weekly sub-strategy deliveries, which are *designed* to deliver real numeric value, at each step.

8. Learning and Improving your organization

One conventional version of ‘strategy’, implements a strategy, which hopefully *improves* the organization. That seems to be the main and dominant idea and teaching. There is little to no discussion of an idea which I would prioritize in these times of uncertain futures and radical change. The strategy idea is that all strategies should be, above all, capable of easy continuous improvement, when signals from real-life, indicate that it is necessary. A simple example of this is the ETX Method (Chapter 11), where the detailed artifacts (process descriptions, rules, checklists, levels of quality at entry and exit), are continuously adjusted. Another example is the Defect Prevention Process [DPP]. This might be called ‘self-generating strategies’, or ‘adaptive strategies’. A company like Tesla succeeds so well by having these strategies in place [MM].

9. Estimation, versus Learn Fast, and Design to Cost.

Strategy methods recognize that future estimates are quite difficult, and that we seem to run over budget and deadlines all the time [Flyvbjerg]. There is a powerful method, well-known to engineers, virtually unknown to strategists, for dealing with this. Design To Cost, and an EVO IBM Variation, ‘Dynamic Design to Cost’ [Mills]. This is another example of planning methods, which can deal with uncertain futures, such as budget cuts, or with the competitive need to design much better qualities, at lower costs. [Cost Engineering]

10. Constraints [Guides]

Conventional Strategy planning is not focussed on existing *constraints* to the strategies. Main focus might be ‘winning’ (R L Martin). Even conventional project constraints, such as budget and deadline, are sidelined, because there is this ‘long term’ perspective towards the ‘North Star’. *Let me remind you that recently Google and Apple got fined about a total of \$800 million, for violating European Laws.* That is a **critical** constraint, and if their strategy planning had identified it, and planned for it, something they will be forced to do *anyway*, then that constraint was potentially worth a lot of money. Imagine that there are, in the first instance, at least ten critical constraints, that need to be identified, specified, approved, in order to select and approve any strategy hypothesis. This ‘engineering discipline’ is not in the strategy textbooks, yet.

Chapter 14

Getting quick buy in

How to get in the door

Simplifying These Methods in order to get started,
Without overwhelming a client with 'everything' at once

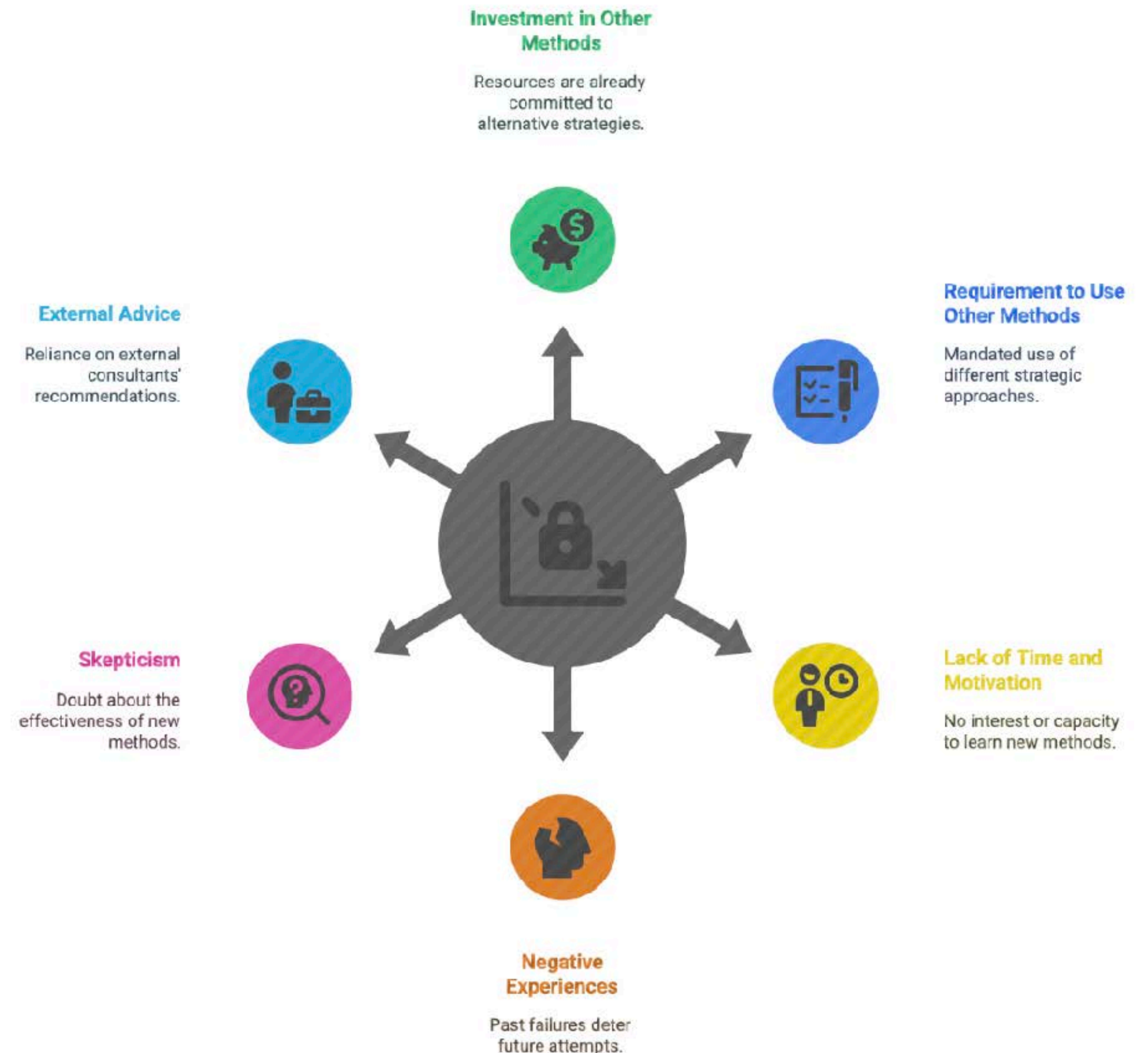
Tom Gilb May 20 2025, Based on a request from Dennis Stevens

14.0 The Barriers to Adoption

There can be many resistance factors for any new method, no matter how good it actually is or will be. For example:

- We have invested in another strategy method
- We are required to use another strategy method
- Nobody has time or motivation to learn any new method
- We have had bad experiences with strategy planning
- We have no reason to believe there is any reason to try your method
- We are being advised by (McKinsey, other major consultancies)
- Unwillingness to take drastic action, like firing COO

Barriers to Strategy Adoption



14.1.0 Why Planguage/VI is amenable to simplification

Specific Ways to 'get in the door'

1. Scale Free
2. Fractal
3. EVO quick results
4. Adding to established methods (Martin for example)
5. Breakthrough by Value Quantification
6. Free to use
7. Training by Doing
8. Free to adapt, or adopt
9. AI can be very helpful
10. Free Books [CE, Strategy-Ring, EVO]

Factors Contributing to Planguage's Ease of Use



More detail on these in the actual chapter



Chapter 15

The flying start, The Crux

How can we determine a really relevant set of Improvement Objectives ('alignment'),
not just financials, or low hanging objectives
And focussing resources on the right few targets ('prioritization')

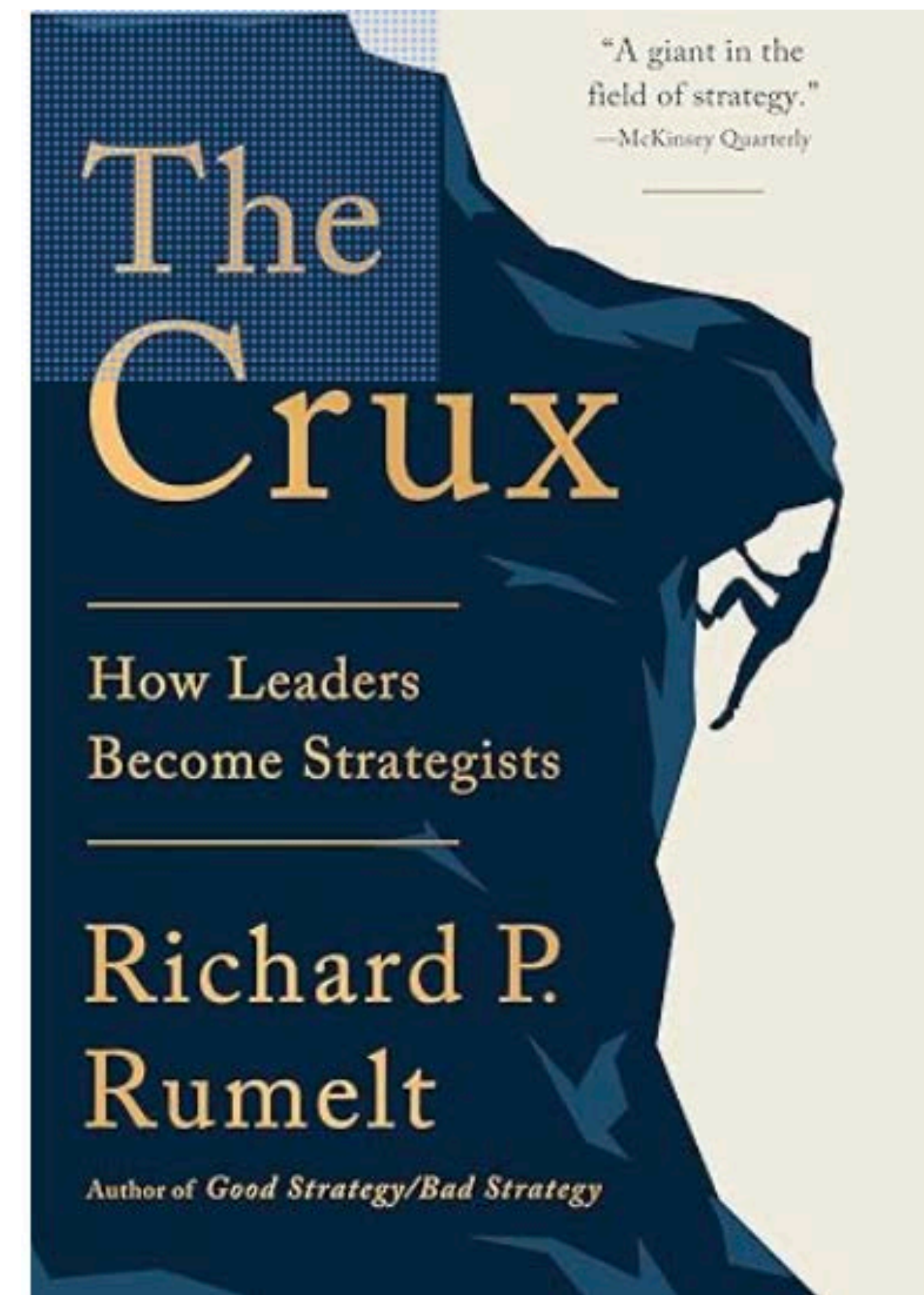
15.0 Getting Off To A Good Start

Deeper Stakeholder Analysis, and Deeper Value and Stakeholder Prioritization

- Up to now, in this book, I have been quite happy to encourage you to analyze stakeholders and their values AT ALL. Many do not, AT ALL
- The most serious readers, the most advanced thinkers and planning practitioners, will want to go deeper into the art of Strategic Analysis. Because, it can make the difference, in the larger and more complex systems, between success, and failure.
- I was inspired to write this chapter when reading a paper by Professor Richard Rumelt (mentioned earlier in this book)
- He puts it in summary: ***“Don’t start with goals—start by understanding the challenge and finding its crux.”***
- The details are mine, but it is Rumelt’s advice and intent.
- As a Rumelt side-quote: “In contrast, he characterizes ***bad strategy, as often consisting of fluff, excessively complex language, and the conflation of goal-setting with strategy.***”
 - I like it! (Tom G)



Richard
P. Rumelt



CRUX

noun

the crux of the matter. nub, heart, essence, most important point, central point, main point, essential part, core, center, nucleus, kernel; *informal* the bottom line.

15.1.0 Stakeholder Analysis

For detail: see [Stakeholder Engineering] book, free

- I am shocked at how weak the ‘stakeholder’ analysis process is, not only in strategy and top management processes, but in almost all planning (like IT, Product, Services)
- Well it is not in the textbooks, it is not taught. The term is used, but not well enough.
- A simple ‘wakeup exercise’ is to pick a type of organization of interest, and ask an AI system some questions.

PROMPT: for a large government health organization in a large country, can you identify the 100 most critical stakeholders (including non animate like laws, contracts, culture), and some of their values. Then tell me something about the risks and problems we would get if we only seriously studies the top ten most critical stakeholders. Give a table of 10 examples of big problems probably caused by ignoring the next 90 stakeholder values in such heat systems



Critical Stakeholders in Government Health Systems

Top 10 Critical Stakeholders (selected from broader categories):

1. **National policymakers** (value: regulatory compliance, budget control)
2. **Donor agencies** (value: ROI, alignment with global health agendas)
3. **Hospital administrators** (value: operational efficiency, staff retention)
4. **Pharmaceutical companies** (value: market access, profit margins)
5. **Medical unions** (value: workforce rights, safe working conditions)
6. **Patients/communities** (value: accessibility, affordability, quality care)
7. **Legal frameworks** (value: statutory compliance, liability management)
8. **Public health laws** (value: disease control, population health metrics)
9. **Media** (value: transparency, public accountability)
10. **Insurance providers** (value: cost containment, risk pooling)

Additional Stakeholders (examples from the next 90):

- Frontline healthcare workers
- Local NGOs/CSOs
- Academic researchers
- Medical equipment suppliers
- Cultural/religious leaders
- Labor laws
- Environmental regulations
- Data privacy policies
- Rural community advocates
- Mental health advocacy groups

Risks of Ignoring the Next 90 Stakeholders

Problem	Stakeholder Category Ignored	Likely Consequence	Source Insights
Legal non-compliance	Labor/environmental laws	Fines, sanctions, operational shutdowns	Ignoring legal frameworks risks penalties and reputational damage5.
Community distrust	Rural advocates, cultural leaders	Vaccine hesitancy, low uptake of services	Tokenistic engagement fuels distrust and reduces policy legitimacy1.
Workforce strikes	Frontline workers, unions	Service disruptions, compromised patient care	Frontline workers exercise "micro-practices of power" to subvert policies4.
Inequitable access	Marginalized groups, disabled	Widening health disparities	Exclusion perpetuates hierarchies and undermines equity13.
Funding shortfalls	Academic researchers, NGOs	Missed grant opportunities, outdated interventions	Stakeholders provide insights into emerging trends and funding niches5.
Cultural misalignment	Religious leaders, local customs	Rejection of health campaigns (e.g., family planning)	Social hierarchies shape engagement effectiveness1.
Data breaches	Privacy regulations, IT vendors	Loss of patient trust, legal liability	Non-animate stakeholders (e.g., laws) enforce critical safeguards5.
Supply chain failures	Equipment suppliers, logistics	Medication shortages, equipment breakdowns	Narrow focus on top stakeholders overlooks operational dependencies2.
Innovation stagnation	Startups, tech innovators	Obsolete care models, inefficient resource use	Diverse perspectives drive creative solutions5.
Policy rejection	Opposition parties, activists	Political backlash, reform delays	Power asymmetries between national and local actors destabilize implementation4.

Chapter 16 ‘EVO’

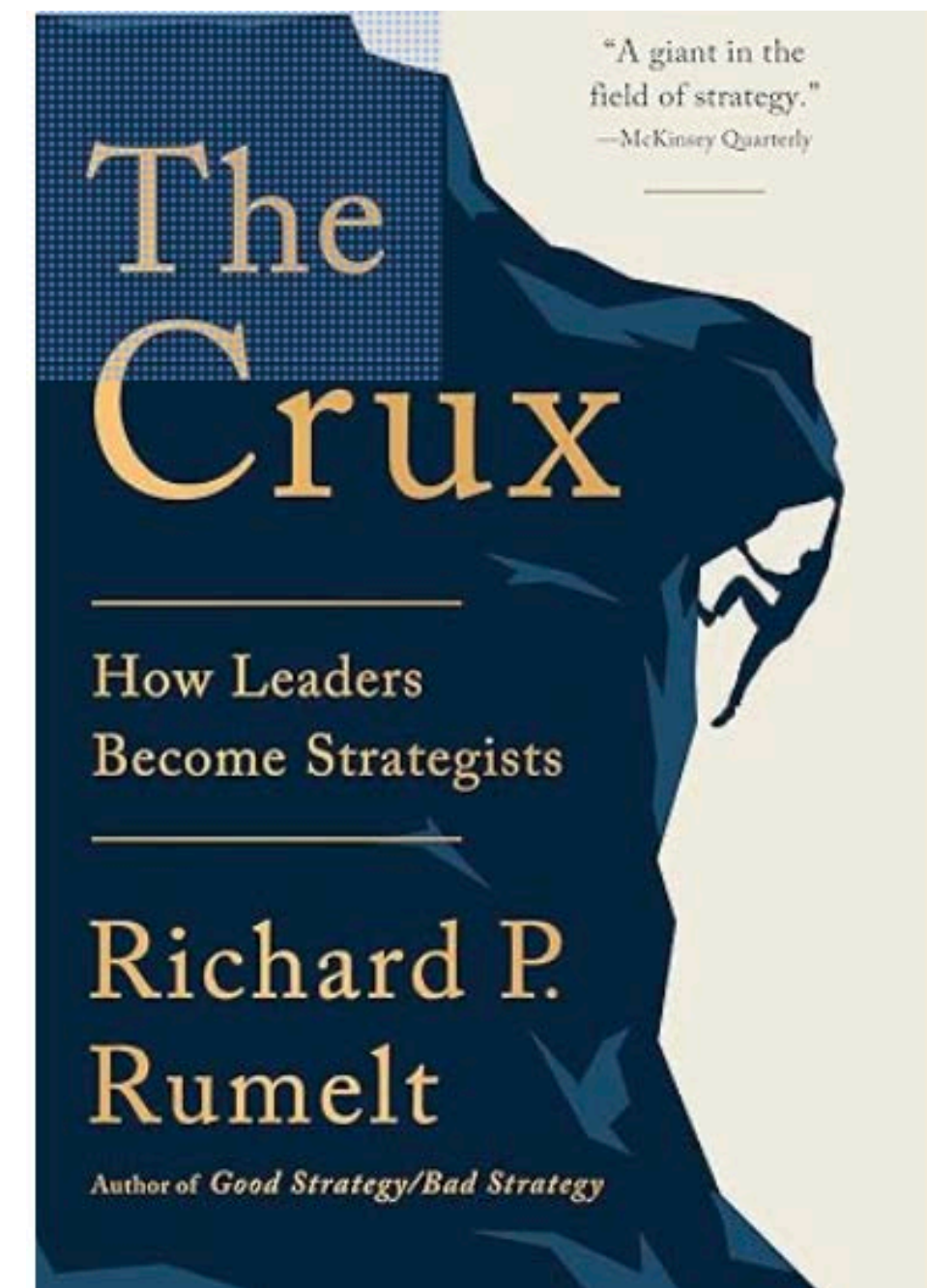
Proving Big Bets Will Work

How to deliver the future immediately and continuously

16.1 The ‘Big Bang Waterfall’ Syndrome

False assumption: 'we cannot be sure it will succeed in a few years'

- I love ‘The Crux’, and Richard Rumelt’s constant stream of insights and case studies. He is a wise person, even if he is 2 years younger than I am.
- In Chapter 10 “Use Sharp Analytical Tools with Care” my jaw dropped. And I shot off an email to Rumelt, and decided to write this Chapter.
- RPR tells a case story of a corporate pitch, to get a lot of money and power, that he witnessed. The projected **breakeven point was years away**. The pitch was dishonestly changed, falsified, predicting a *breakeven* only a ‘couple of years away’. In a blatant attempt to deceive the Board. To get power and money. (The liar failed to get funding). RPR then discusses the Board’s problem, of deciding whether the falsified pitch was true, and if it was *not* true, *dealing* later with the responsible executive. See quote at right, bottom.
- As I read the Crux story, it became clear to me, that RPR, was, like most other people, and professors and consultants, **imprisoned in wrong assumptions, about big projects, big investments**. He might have learned better by *now*, or he might discuss it later in the book (I’ll update if so. Update: no !). He might even believe EVO is a false method. Not even worthy of his book’s comment. I would say this is a cardinal disqualification, to not know better. But he is in good company. Fellow professors, strategy book writers, consultants and top manager clients.
- Until around year 1999, most of the world had a paradigm of ‘Waterfall’ projects, Big Bang projects. That included the US Department Defense, NASA etc. But around that time, they began to adopt new Project Standards, ‘Evolutionary’ ones DoD Evo Acq]. NATO held conferences on Evo [NATO 2002 I was involved, official ‘Referent’. I had published EVO ideas in 1976 [SM, page 214], 1988 [PoSEM, ‘Deeper Perspectives, Ch 15], and then 2005 [CE, EVO Chapter], and in published papers [Evo1985].
- RPR did not understand (in The Crux, during his cases) that **there is *another* option**.
- It is ‘[EVO]’. That means that big, long-term, complex projects, can usually, I won’t say ‘*always*’, be decomposed into an **immediate value stream of *value improvement, in the direction of the long-term Goals***. Even though those long-term goals might well be changed to align with reality. See examples in [PPPP] especially the HP chapter.
- This implies that we do not have to believe the *falsified Powerpoint pitches* to the Board. We do not have to worry about the *risks of a sincere proposal being wrong*. We do not have to worry about *wasting a lot of money*. We do not have to worry about a *major strategy failing*, while competitors succeed in their efforts. We do not have to worry about *embarrassing and career-limiting, failures*. **You read me right!**
- What we have to do, is ‘simple’. It is in the spirit of Lean Startup (Reis, 2011). Get out on the street today, and see if real people will buy your crazy idea. Though there is a *subtle* difference. Evo goes for *real* improvement, to get *real* feedback. Next week, and daily.
- Part of the problem is that EVO is not widely known, not widely taught, not widely practiced. The professors never *learned* it, and never *taught* it at business school. So the managers are ignorant, of it.
- But it is not *unknown*, not *untried*, not ever *failed* (if practiced as value delivery stream, not a task stream), not taught ‘*nowhere*’. It is kind of low profile. Especially at the top management strategy level. So RPR does not know, and he is clearly one of the best. The best strategist, I have encountered.
- I have described many aspects of EVO throughout this book. I have pointed here directly to my EVO books [CE, EVO] with great detail, many **case studies [PPPP], academic dissertations**, and very clear explicit instructions on how to do EVO. But I think I have to write this chapter about ‘EVO for big strategy bets’, to really drive home the message.
- Professor Rumelt: I dedicate the Chapter to you. In the hope you can buy in to this idea, and help spread i



Richard
P. Rumelt

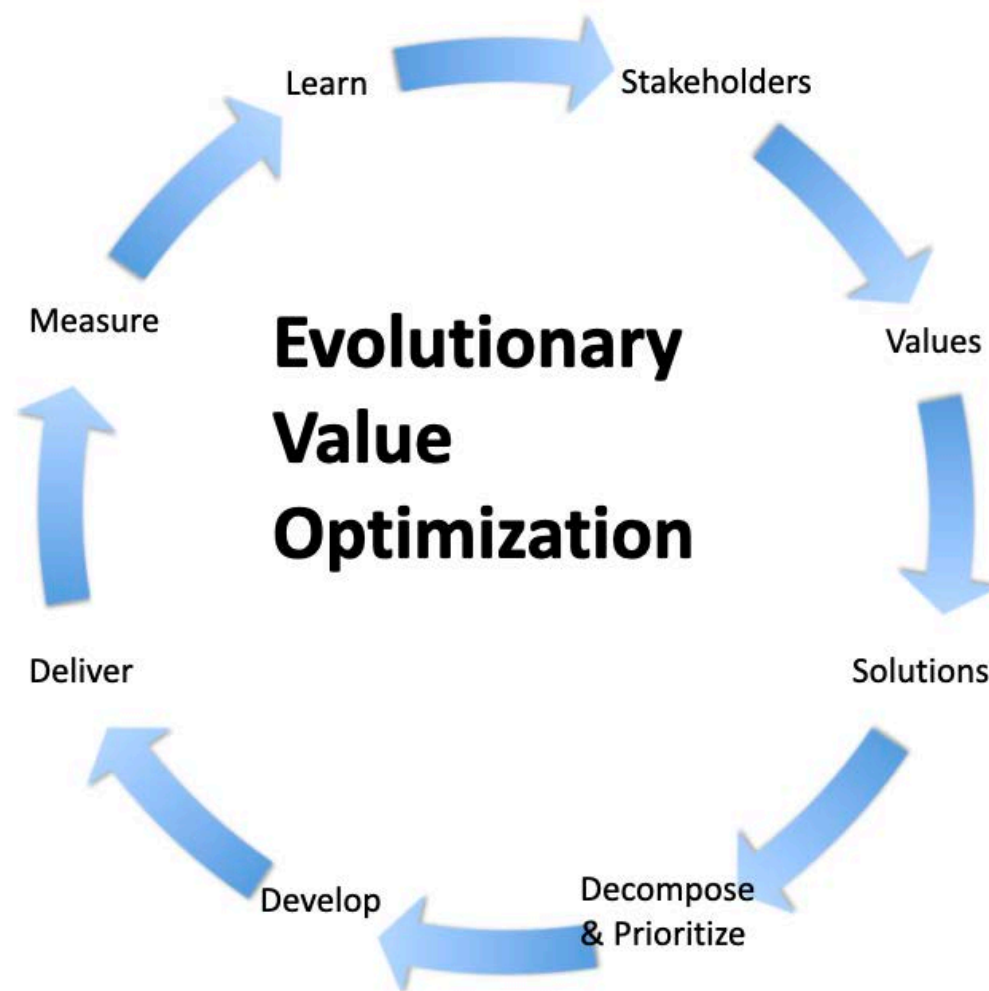
“ no neat answer without some system of ex-post settling up—some way of holding him accountable for the outcome of the decision after six or ten years have passed. ”

**Excerpt From
The Crux
Richard Rumelt**

16.2 *How* does EVO give us advantages, in strategic planning and execution? The Mechanics of the EVO process

Main EVO idea ‘prove it early with real results’.

- Summary of basic EVO idea:
 - Decompose big strategies into much smaller ones. 1-2% of the whole
 - Prioritize highest Values/Costs-ratio (efficiency) sub-strategies early.
 - Deliver Value Impact sub-strategies to the real system (*current* organization, products, services)
 - Measure Values and Costs against your projected estimates (IET method)
 - Learn fast from result deviation from estimates.

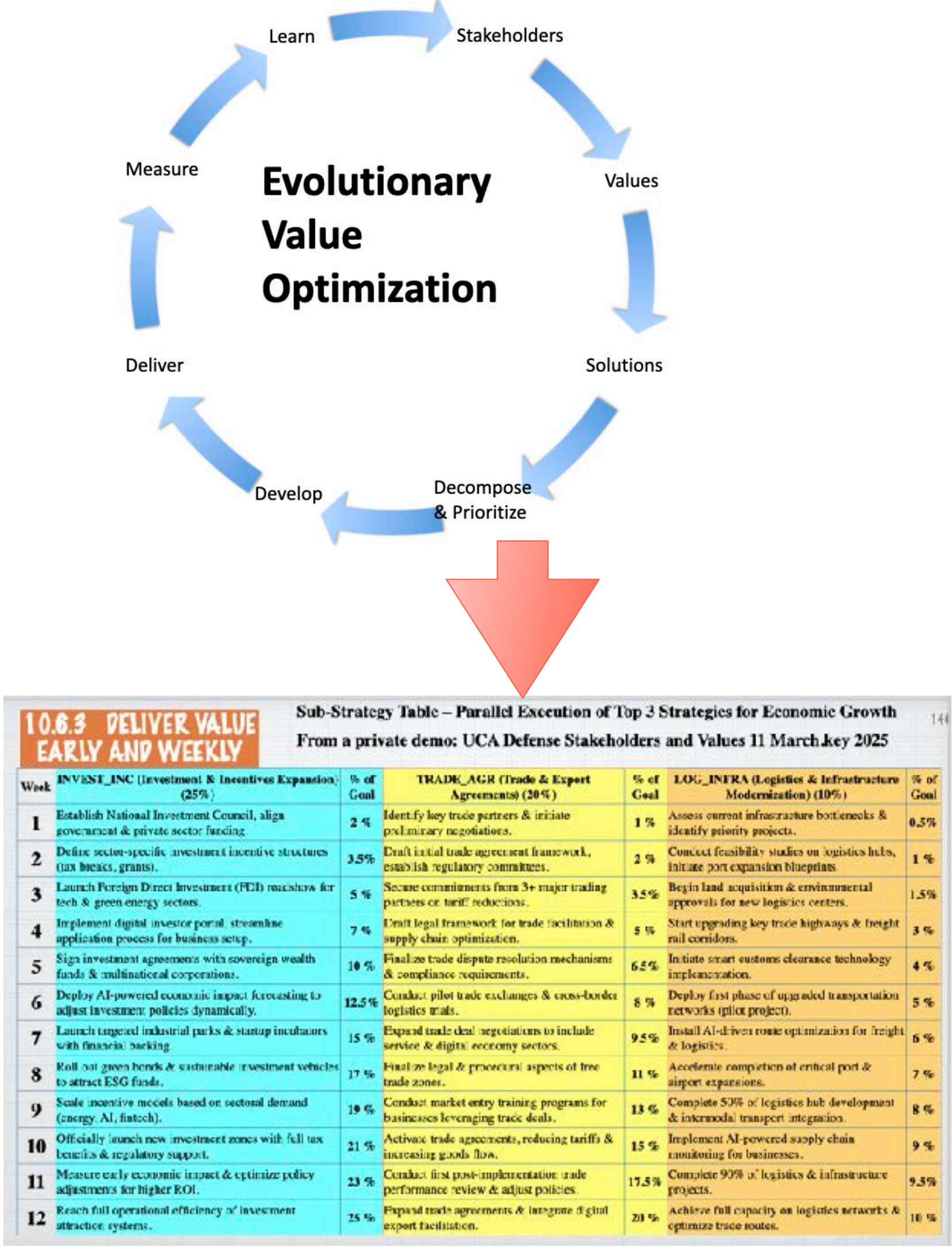


Week	Step Description	Incremental Value (%)	Responsible Expertise/Skills
1	Design executive AI dashboard & reporting templates	5	Data Analyst, BI Developer
2	Schedule and hold first C-suite AI review meeting	7	Project Manager, C-suite Assistant
3	Collect executive feedback, refine dashboard metrics	3	Data Analyst, Exec Sponsor
4	Launch monthly AI decision workshop with C-suite	5	AI Strategist, Facilitator
	Integrate AI KPIs into board packs and monthly reports	5	BI Developer, Board Secretary
	Assign AI initiative sponsors among executives	5	HR, CEO
	Review and adjust AI project priorities based on exec feedback	5	AI Product Manager, Exec Sponsor
5	Publish internal summary of executive AI decisions	3	Comms Specialist, Exec Sponsor
6	Host external AI expert session for C-suite	4	External AI Expert, L&D Manager
10	Evaluate progress, adjust meeting cadence, update dashboards	4	Data Analyst, Project Manager
11	Share executive AI engagement results company-wide	2	Comms Specialist, CEO
12	Conduct annual review, set next year's executive AI objectives	2	CEO, Board Chair

16.3 Why does EVO give us advantages, in strategic planning and execution?

By allowing you to stop or pivot when Value/Cost measures are bad.

- Early initial results give **confidence** (or not) that the current Strategy ‘works as expected’
- The Value delivery steps, which insist on real improvement results, force us to consider, and plan for, the **whole system**, and to incur those real ‘whole system’ costs, like sub-strategy training, re-organization, databases, quality control, learning to quantify, learning to measure ‘well enough’, getting the team to focus on Value (not on ‘work’ and ‘tasks’, and meetings)
- By delivering change steps to real systems, we partly solve the problem of understanding how things *really* will work, in real wicked systems. This is a better insight than any attempt, for example using Impact Estimation Tables, to *estimate* or predict. In fact some clients feed the real incremental measures back into the IE Table, adjusting for reality. [PPPP see Confrimit case]
- If it does *not* work well, we know we need to reconsider the **design**. [Mills (Cleanroom), Cost Engineering]. Change it, try again. This was proven in IBM Federal Systems Division (NASA, DoD), ‘Cleanroom’, in 1980, and published in IBM SJ 4/1990
 - This means upstream ‘sorting out’ of problems that *could* affect the ‘next 50 steps’, but now, *bad designs will not affect them negatively*.
- The norm in EVO, is a ‘week’ of theoretical planning, even for large systems, and then the next week [See [PPPP] DoD system, and every week thereafter, we commit to actually delivering, using Value delivery sub-strategies.
- This ‘Stream of Value’ can last for years ‘as long as there is competition’ as Deming put it. [PPPP, Confrimit Case]
- The measured Value Steps provide a basis for motivation of internal teams, and of outside suppliers.
 - Pay for Value Contracts become practical. Try 10% of Value Delivered/CapEx.
 - Team- and Employee-evaluation, can be based on incremental results. How much value did your team deliver last month?
 - Freedom to spend money, without formal approval (with responsibility), and try out ideas, can be based on these results [MM]
 - Top-level managers’ *evaluations*, can partly be based on the *value results*, rather than the lagging profit-and-loss responsibility
- The conscious prioritization of estimated Value/Cost value-steps *first*, leads to a sort of 80-20 rule. **80% of the Value might be delivered in 20% of the time or budget. (Or ‘50-30’, but, *high* cumulative values, and *lower* proportional costs)**
 - Useful, when budgets are cut, and deadlines are moved forward
 - You might not have delivered 100% of all planned value yet, but you retain the competitive advantages you have gotten so far: and because you have *proven* that you are a *very good investment*, then you are more-likely to get CapEx, than projects that have spent a lot, and failed to deliver any value.
- The fact that each step is a ‘maintenance change’ to the existing system, will force us to consider the ease of making changes (technical, modularity, contracting), and maybe improve it for future steps. We deal with ‘technical debt’.
- We can afford, when decomposing, to prioritize critical stakeholders, values and market segments: not forcing them to wait ‘until everything is done’ for other lesser priority entities. [VP, Prioritization Chapter]
- In IBM [Cleanroom] they were able to avoid expensive exhaustive testing by selecting tests based on high statistical frequency [Dyer]
- The idea of testing the incremental system or QC - shifts from, ‘does it function’, to can we *measure* planned value-increments.
- The small increment, invites us to do a quality job, on *qualities* like usability, security, reliability. Much bigger (‘4 years’) chunks can tempt one to deliver, and hide your bad quality, just to get it to function at all, by the deadline.

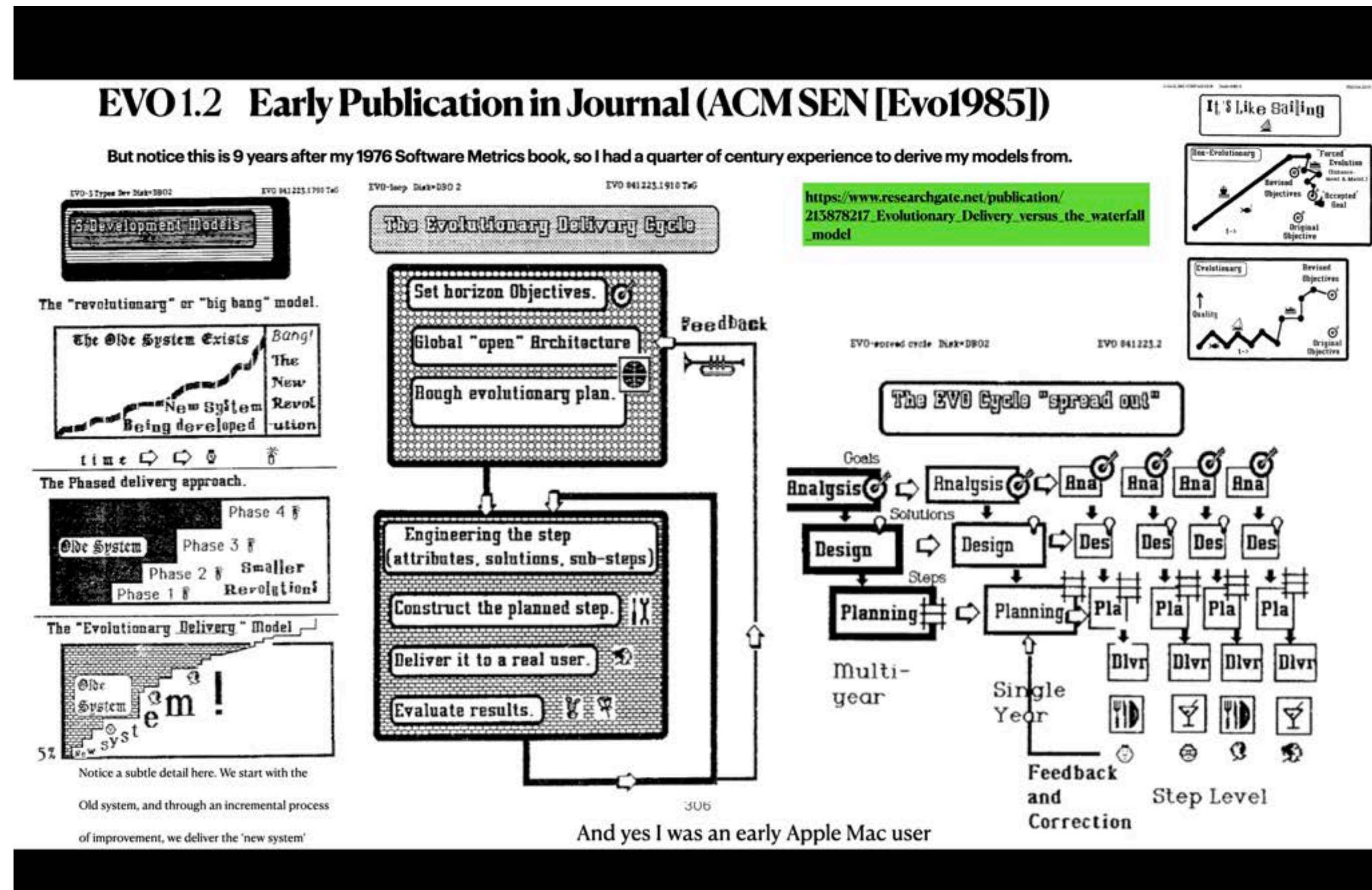


This is from a large strategic plan: the whole of Ukraine Industry, incl Defense

16.5 Why don't people do EVO?

Why did people smoke? Why did we have to mandate safety belts? Why do people do lots of stupid things, and realize too late in life, what the 'smart things' were?

- **Never taught:** it is difficult to identify Universities that teach EVO seriously, or even mention it. Try to find research on it, like at Researchgate (you will find my work there). Please do not confuse it with 'agile', a software work package '*certification con game*'. [Agile Manifesto, AE]
- **Managers don't know:** they don't read my books, their teachers do not teach, their consultants do not offer EVO, their peers and seniors do not know. Musk **does** [MM] that is why he does so well in business. It is a major strategy of his. 'With a vengeance'.
- **Consultants do not know,** they are unmotivated. The consultancies do not have it on their agenda. I once offered 'Arthur Andersen' (Ethical consultancy? Enron, now Accenture) methods people the ideas, and they said 'It doesn't matter if it is better, we earn well enough without it.'
- Do not see **how** to do it: even smart educated managers have difficulty in seeing how to decompose strategies, and will often be - in strong, but incorrect, *denial*. I usually find solutions same day, and they then agree. The decomposition is usually *so simple*, that it is 'obvious', with hindsight.
- **Suppliers are motivated for 'maximum spend'** in consulting, and 'drawn-out planning and executions'. **Full** replacement with their product. Encouraged by management who are dumb enough to pay 'somebody else's money' to the suppliers for years, without results, and finally total failure [Flyvbjerg, Clegg, Akson]
- [Rumelt] goes into delightful detail in The Crux, about the total bureaucratic corruption, in government contracting; example Space Shuttle'.
- Suppliers have this strong incentive to sell you 'the whole new thing', their product or service. They are very experienced in fooling managers to buy it.
 - Our EVO increments, are not *their* own product
 - The fact that it is smart to *begin*, by incrementally changing your *existing* organization or system: is 'standing in the way' of them selling their whole product.
- **So, here is a great opportunity for you,** or your client, to get a competitive edge!



Chapter 15, Deeper Perspectives on Evolutionary Delivery

https://www.researchgate.net/publication/380874956_Ch_15_Deeper_perspectives_on_Evolutionary_Delivery_later_2001_known_as_Agile_in_Gilb_Principles_of_Software_Engineering_Management

And 1985 ACM SEN URL

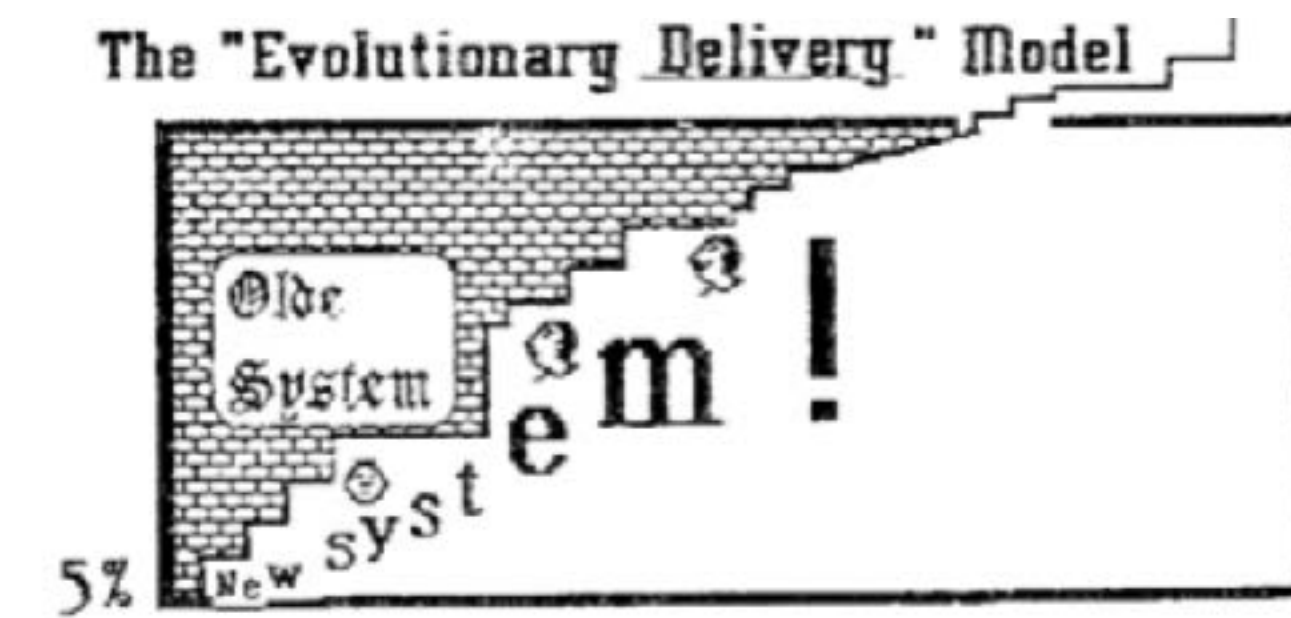
<https://dl.acm.org/doi/pdf/10.1145/1012483.1012490>

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16.6 Going Deeper into EVO mechanisms

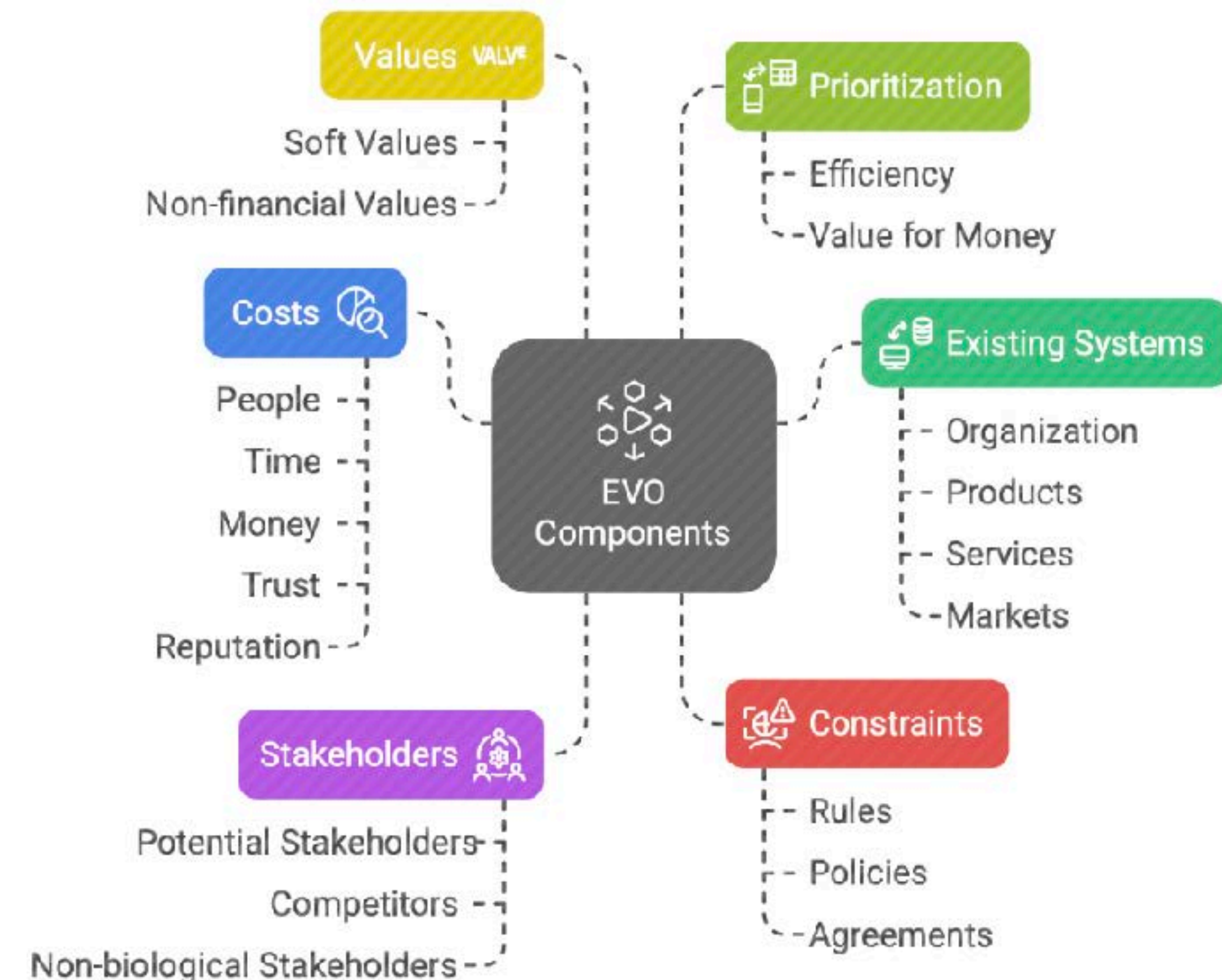
Several really new considerations,
which 'make a big difference'

- Existing systems (organization, products, services, markets) serve as a **base** for improvement
- **Stakeholders**: thorough analysis of a large range of '**critical**' (powerful enough to destroy you) stakeholders, including *potential ones, competitors, non-biological ones* [Stakeholder Engineering] a book with depth!
- **Values**: absolutely all '**critical**' (if critical values are *not* delivered, *you are mince meat*). Especially the *soft, non-financial* ones, all the **qualities**, that people are incompetent (not trained, in denial) to quantify. [Value Management]
- **Costs**: all *limited*, or 'potentially constrained', **resources**. *People, time, money, trust, reputation*. *Operational costs, liability costs, end of life costs*. [Cost Engineering]
- **Constraints** [Guides] all critical restrictions, boundaries, rules, policies, agreements, treaties.
- **Prioritization**: priorities, determined by *efficiency*, 'value for money', 'Values/Costs'. *Dynamically*, as we learn and change.



Notice a subtle detail here. We start with the Old system, and through an incremental process of improvement, we deliver the 'new system'

EVO Components: Strategic Elements for Improvement



16.7 EVO Strategy Principles

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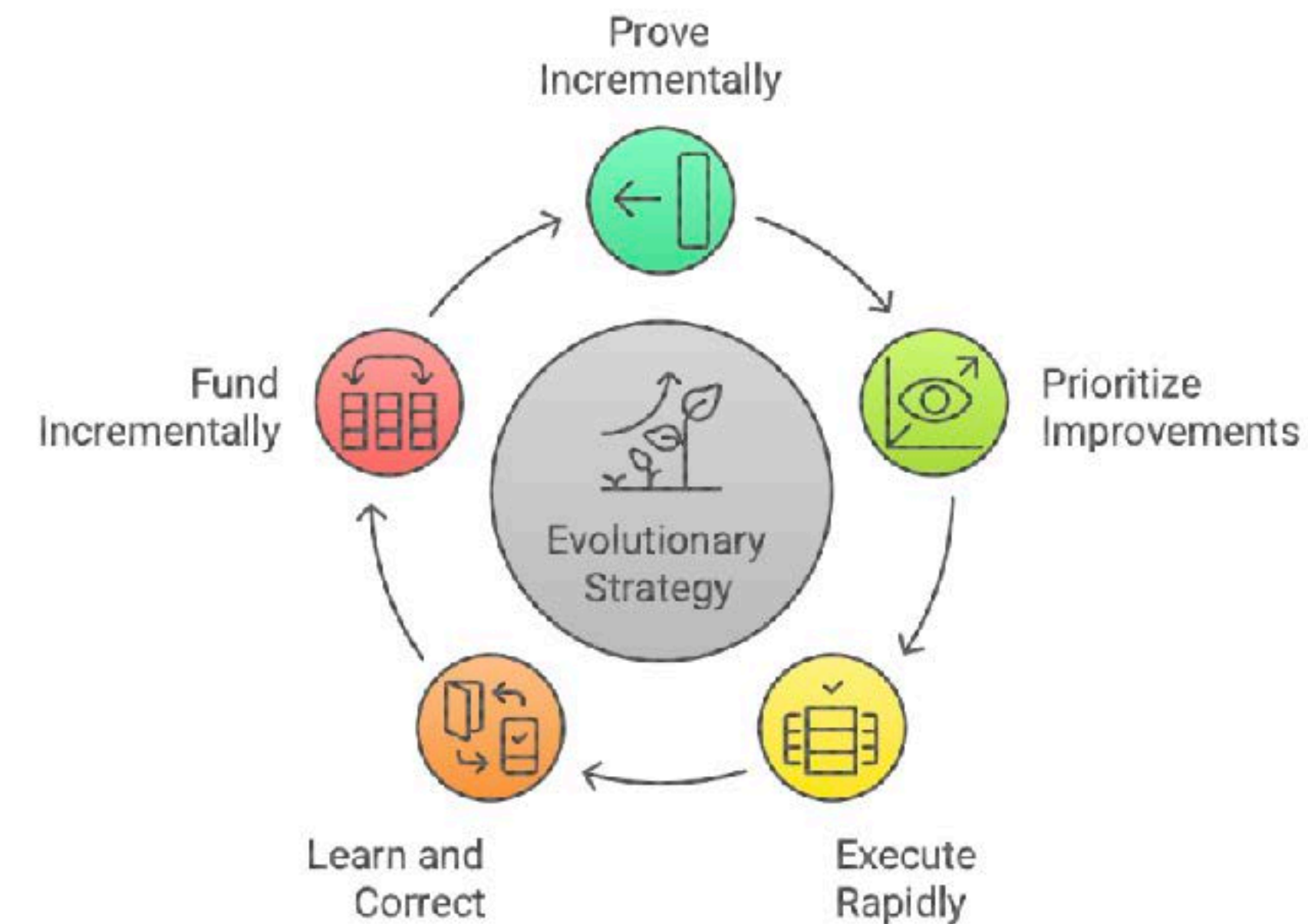
1. Large strategies must be proven incrementally
2. Complex large organizations need the stability and predictability of incremental, well proven, prioritized improvements
3. Incremental Value Strategy delivery removes many risks, and allows us to deal with problems on a small scale, rather than a catastrophic scale.
4. Prioritizing Incremental steps based on Value/Cost estimates, means higher values delivered in shorter time, at lower costs: i.e. profit and competitiveness
5. The classic strategy problem of too much planning, and little or no execution, is immediately solved, by EVO: action next week, to prove, or disprove, strategy hypotheses.

7. Parallel value streams can be operated, to speed up, the real time of 'improving your competitiveness'.

8. The small EVO steps, done rapidly allow a rich stream of learning and correction, derived from your own reality.

9. EVO is a process, which works at the highest level of long-term strategy; and down to relatively-small efforts; such as *product quality improvement*. It is *scale-free*. [Scale-Free]
10. Management can make EVO happen, by funding EVO, and *not* big bang. This can be a Board-level policy, for funding and evaluation of current efforts.

Evolutionary Strategy Cycle



16.8 Management Policy for EVO Culture

Some ideas for the Board and CEO

- **No budget for big bang:** management can have a policy, that they will *not* fund efforts that could *not* be decomposed into smaller value-delivery steps. “Too Risky”
- Strategic Investments will be evaluated periodically, in terms of the real cumulative Values for Investment, and for the OpEx, to date.
- Managers, consultants and suppliers, who will not agree to evolutionary value delivery, will be shown the door. Those who will play ball, will be invited in; and allowed to show how good they are.
- Funding for next steps, is released when previous steps, reach defined levels of value.
- Competitive supplier evaluation will *not* be done, based on *bids* and *slides*. It will be based on demonstrated competitive (A/B testing) **results** in the past, and on current and future projects. Low bidder is uninteresting. Ability to deliver value efficiently, in practice, is interesting.
- Real *parallel suppliers*, can work on reasonably independent areas of the organization, at the same time; with the implication that their abilities will be compared for future engagements.
- Potential Employees, especially managers, will be asked to detail on their CV, and discuss in interviews, the *quantitative critical value efficiency*, which they have demonstrated, on earlier work.
- *Leaving* employees, will have the *right* to officially documented ‘relation to results’, which they worked towards (perhaps anonymized for confidentiality).
- All projects, of any consequence, and including top management strategic planning, will at all times, present themselves in terms of a one-page top-ten value-objectives table, with Past start level, Status Today, Tolerable Level, Goal Level and Stretch level. Not in terms of ‘strategies’, but in terms of real-time *result progress*. This can be the basis for discussion of bottlenecks preventing ‘good enough’ progress
- ORGANIZATIONAL DIGITAL TWIN: We will maintain a strategy and corporate database which can detail as a digital twin, all stakeholders, values, costs, plans, strategies; and keep them up-to-date like [Graphmetrix]. (TG is Investor!),
- See Value Planning book, for more than 100, policy suggestions [VP], related to these methods

Strategy attributes hypothesis (S0)

Ambition	Scale of Measure	Meter	Status (Now)	Tolerable (3yr)	Goal (10 yr)	Stakeholders	References
Data Security	Number of Breaches	Security Incidents per Year	0	0	0	Clients, Regulatory Bodies, Management	Security Audits, Compliance Reports
Employee Turnover	Percentage	Employees Leaving / Total Employees	20 %	10 %	5 %	Employees, Management, Investors	HR Records, Exit Interviews
Market Share	Percentage	Graphmetrix Revenue / Total Market Revenue	0.1%	5 %	25 %	Investors, Management, Employees	Market Research Reports, Competitor Analysis
ROI	Percentage	Net Profit / Total Investment	0 %	10 %	30 %	Investors	Financial Reports, Investment Analyses
Time Savings	Percentage Reduction	(Old Time - New Time) / Old Time	20 %	50 %	90 %	Clients, Engineers, Management	Case Studies, Performance Benchmarks
Client Retention	Percentage	Clients Renewing Contracts / Total Clients	80 %	90 %	98 %	Investors, Management, Sales	CRM Data, Client Satisfaction Surveys
Brand Reputation	Numerical Score (1-10)	Based on Surveys, Social Media Analysis	6	8	9	Clients, Investors, Management	Market Research, Social Media Monitoring
Customer Satisfaction	Numerical Score (1-10)	Based on Customer Satisfaction Surveys	7	9	10	Clients, Management, Sales	Customer Feedback, CRM Data
IP Protection	Number of Patents	Granted Patents for Core AI Algorithms	1	5	20	Investors, Management, Engineers	Patent Filings, Legal Documentation
Scalability	Number of Users	Maximum Concurrent Users Supported	100	1000	100000	Clients, Suppliers, Management	Performance Testing Data, Capacity Planning
Cost of Goods	Currency (USD)	Cost to Deliver AI Service per Blueprint	\$10	\$5	\$1	Investors, Management, Clients	Financial Reports, Cost Accounting
Revenue/Employee	Currency (USD)	Total Revenue / Number of Employees	\$50k	\$200k	\$500k	Investors, Management, Employees	Financial Reports, HR Data
Accuracy	Percentage	Correctly Interpreted Elements / Total Elements	70 %	95 %	99.99 %	Clients, Management, Engineers	Product Testing Data, Client Feedback
System Uptime	Percentage	System Online Time / Total Time	99 %	99.9%	99.999%	Clients, Suppliers, Management	System Monitoring Data, Service Level Agreements
Compliance	Boolean (Yes/No)	Compliance with GDPR, CCPA, etc.	Yes	Yes	Yes	Clients, Regulatory Bodies, Management	Legal Reviews, Compliance Certifications

Chapter 17

The ‘magic calculator’ IET

Inspired by Prof. Richard Rumelt, in The Crux

“Unfortunately, there is no magic calculator connecting strategic choices with financial or other metrics of success. Consequently, there is no way to work backwards from broad goals to strategy”

Excerpt From ‘The Crux’ book by Richard Rumelt

He quotes himself 46 years earlier (1974) and comments that it :

“has, for me, stood the test of time. Forty-six years later, I continue to find it helpful in thinking about fruitful strategy work.”

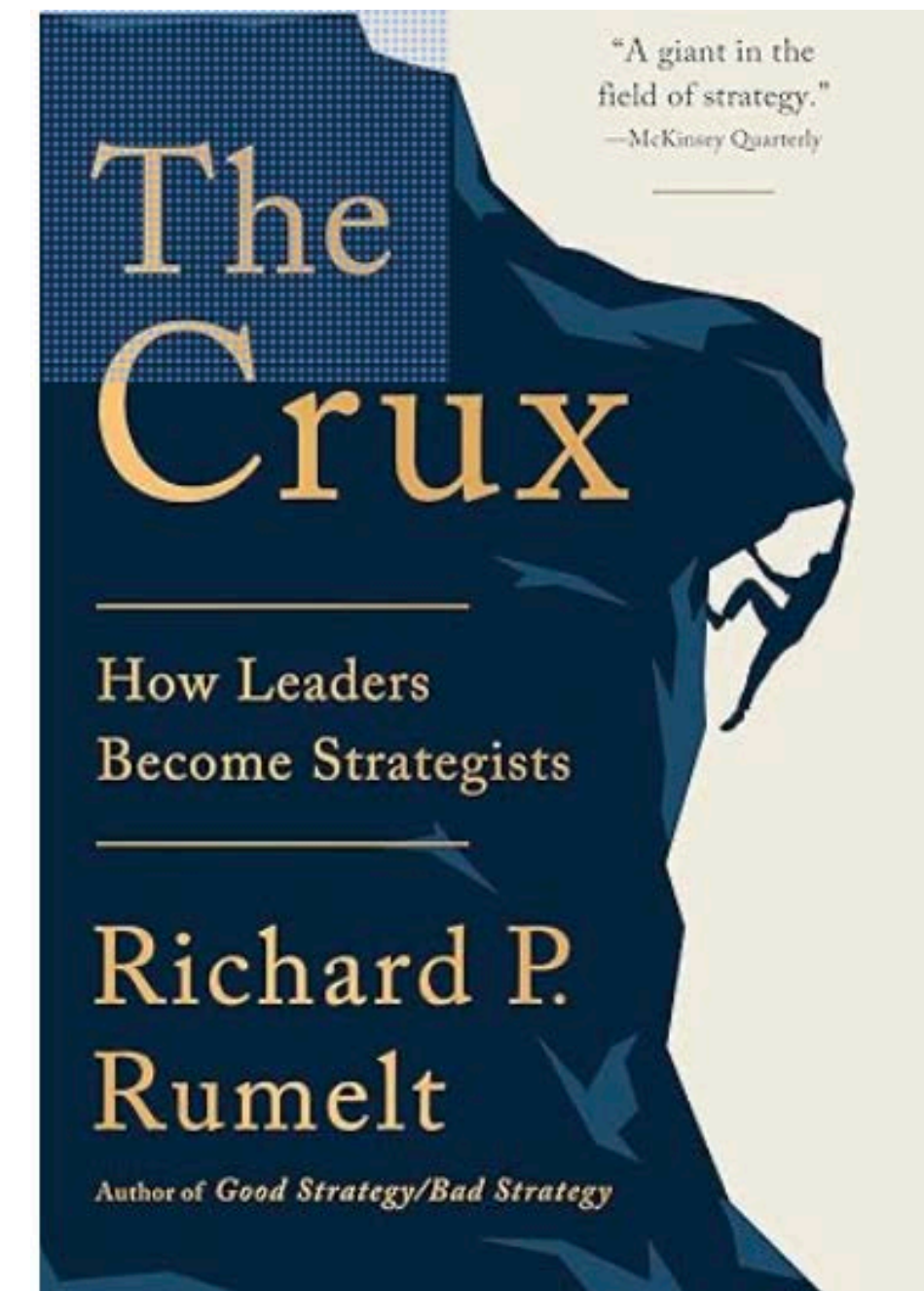
17.0 Is there a “magic calculator” ?

Perhaps the ‘Impact Estimation Table’ [VIET] will serve the purpose?

- First let me say that ‘The Crux’ (I am on page 195 (opposite quote) of 300) is **by far**, the best book of the many I have read, on strategy. Both for ‘theory’ and for practical case studies. I have to highlight a handful of statements and ideas *per page*! Buy it, Read it!
- So, let no-one doubt my praise and admiration for Richard Rumelt’s **sage** advice, and **useful** history.
- But, he also challenges me to proffer answers to *some* questions (Chapters 15, 16). And this is another such occasion.
- I think my ‘Impact Estimation Table’ (IET) might to some degree, **if not perfectly, but *far better than nothing*, satisfy the ‘Magic Strategy Analyzer’ problem.**
- I *did* offer ‘Impact Estimation’ to Harvard Business Review, about the 1970s, but Editor Rosabeth Moss Kanter, turned it down. Maybe because I was not a professor at Harvard, or as I have later learned, I did not have an ‘agent’ to help me get it accepted. Probably because I presented it poorly.
- So I will argue the IET case, in more detail here. And *hope* RPR will agree. And perhaps, that - *other* competitive Magic Methods, will *also* appear, out of the woodwork.
- The ‘Value Impact Estimation’ (C’est la VIE) is a tool, in Planguage [CE, 2005] that I have developed, and published for many decades.
- Its current form, for my strategy planning, at a Brazilian Bank client, I published in 1988 [PoSEM].
- I have used it throughout this book, to **connect any two levels of strategic planning, at one time. And several VIE tables can connect several levels of strategic objectives, with the ‘final’ level of ‘actionable’ strategy.** That is the level we **actually ‘do’** to get results.
- We have even provided *automation* to help out: spreadsheets, [Krzanik, PhD, in [Posem], in 1977] and [Valplan, 2014]. But that is trivial, compared to the *basic* method of Magic VIE analysis.
- Fortunately, I can borrow heavily in this chapter from my [VIET] book.

“Unfortunately, there is no magic calculator connecting strategic choices with financial or other metrics of success. Consequently, there is no way to work backwards from broad goals to strategy”

Excerpt From
The Crux (2022)
Richard Rumelt, his words earlier from (1974)



17.1.1 Overview and Introduction

Multi-dimensional thinking

Value Impact Estimation (VIE) is a free, open source, method, developed by this author during his six decades of professional practice (1960-2022, now retired but active).

The original inspiration was Dr. Barry Boehm’s, ‘**Requirements-Properties Matrix**’ (see diagram bottom right), TRW Systems, which I (and Kai Gilb, later) evolved *many* improvements, to the initial idea. [SM, 1976]. I did an annual trip to TRW to present the progress. Barry wrote the foreword to [PoSEM].

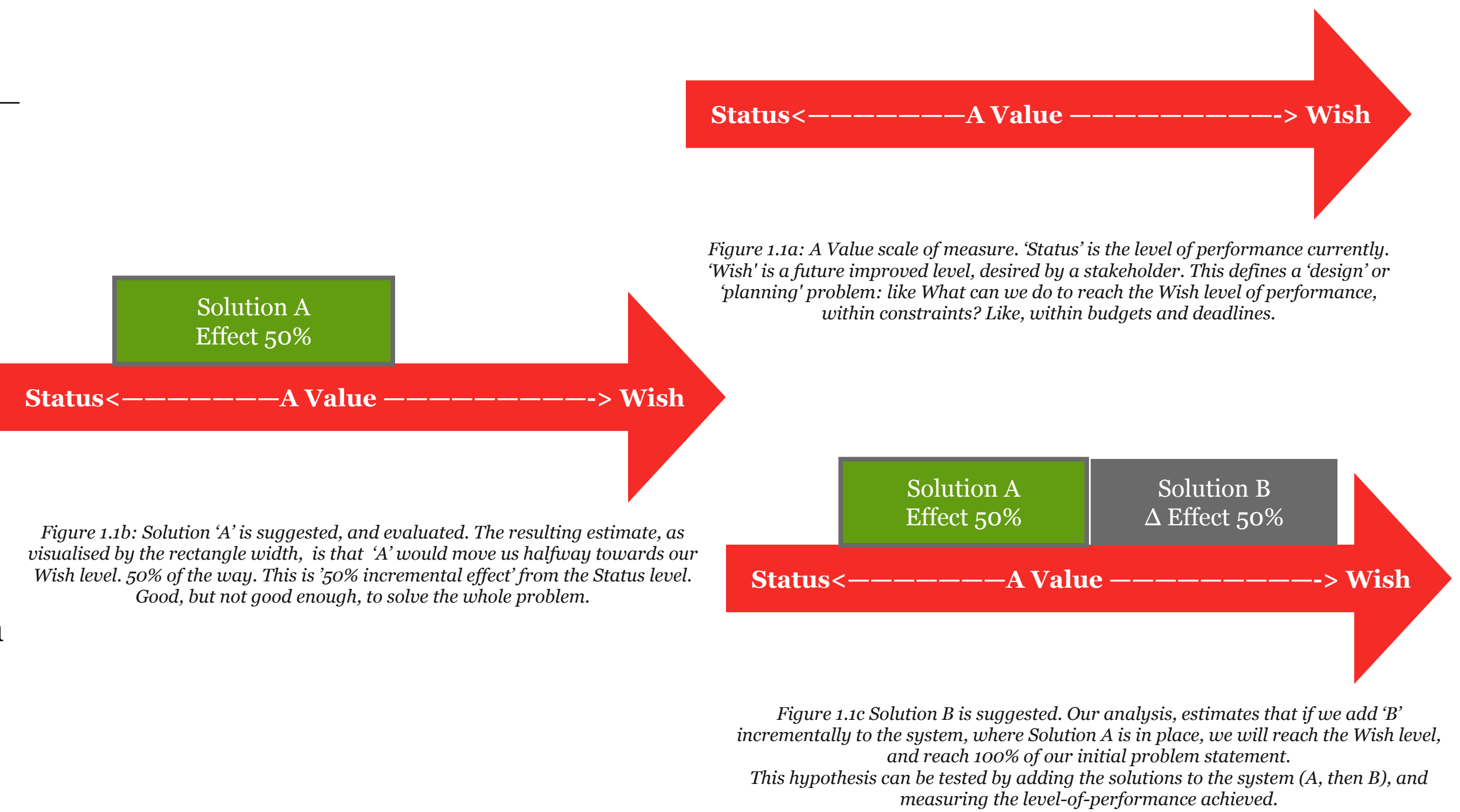
The *general purpose* of VIE, and one ‘format’ of the method, the Impact Estimation **Table** (IET), is to *help evaluate* any type of ‘solutions’ (like *strategies, tactics, designs, architecture, sub-objectives*) in relation to a set of *stakeholder values* and *resource constraints*.

Another conclusion from this, is that IET/VIE is ‘**fractal**’, and works at *any level* of concern, including the **top** level.

Put more simply, VIE is a tool to help us better **understand** **potential solutions to future values/costs objectives**. **Not**, as we shall discuss, to *predict* the impacts of strategies, and strategy objectives: but to *get some idea*, rather than **none**, of the ‘*order of magnitude*’, like engineers do. I know from The Crux, Prof. Rumelt approves of such engineering ideas.

VIE is a systems-engineering tool. That means, it can be applied to *any* system. That means, it uses logic, numerics, measurement, facts, experience, feedback, multiple values, and multiple cost aspects. Aka ‘engineering’ methods. Note the sub-title of this book, Strategy **Engineering** (Strategy-ring)

In particular, here, it means, that it applies to **strategic-level thinking**, and all interesting subsets of it.



MULTIDIMENSIONAL ANALYSIS OF FUNCTIONAL REQUIREMENTS

Functional Requirement		Property								
		Run speed	Storage	Input-output	Reliability	Maintainability	Growth potential	Measurability	Programming standards	Testing
1.	Machine independence	B	A	D1	O	D2,3	O	O	D2,3	D4
3.	Occupy <25K words of core storage	O	D5	D5	O	O	D5,6	D7	O	D7,8
3.	Multisection capability	A	D9	D9	D10,11	D12	D12	O	O	D13,14
4.	Multisection iteration	D15	D16,R7	D16,17	D18	D19	D19	D15	D20	D21,22

O - irrelevant or self-explanatory

A - analyzed

B - being analyzed

Di - covered by design specification Di

Rj - overlaps requirement Rj

Fig 34. Requirements/Properties Matrix

My IET inspiration, the Requirements Properties Matrix. Source, Gilb, Software Metrics, 1976-7, page 71, original source Boehm, TRW, Characteristics of Software Quality,, TRW-SS-73-09, 1973. Can you list the weaknesses with this method? See [QFD] for some hints, like undefined terms.

17.1.2 Expressing the ‘solution impacts on value’ relationship, on a table.

In practice we would find that *drawing* solution/value relationships, with lines or arrows, is clumsy, when we are dealing with *many* values and solutions, as we normally must do. A rats nest of lines would result.

The norm in this book is that we will **specify *multiple* relationships between multiple requirements (‘ends’) and their multiple solutions (‘means’) using a *table***. A tool, like [ValPlan] can draw some lines, based on the relationships in the table, when we want that visualization.

We will usually be computing simple numeric sums, from the table estimates. So a simple spreadsheet might be useful.

Mainly today we use a specialized app (ValPlan), and many illustrations in this Chapter, will be using that app. We are (2025) transitioning to intelligent databases [Graphmetrix.com] which can tackle relationships of anything-to-anything, and update them, for very complex systems (millions of relations), such as a large organization. We are currently piloting this (May 2025) on Ukraine Industries [U.C.A.].

The VIE tables can deal with multiple related **levels** of ends & means. Figure 17.1.2B.

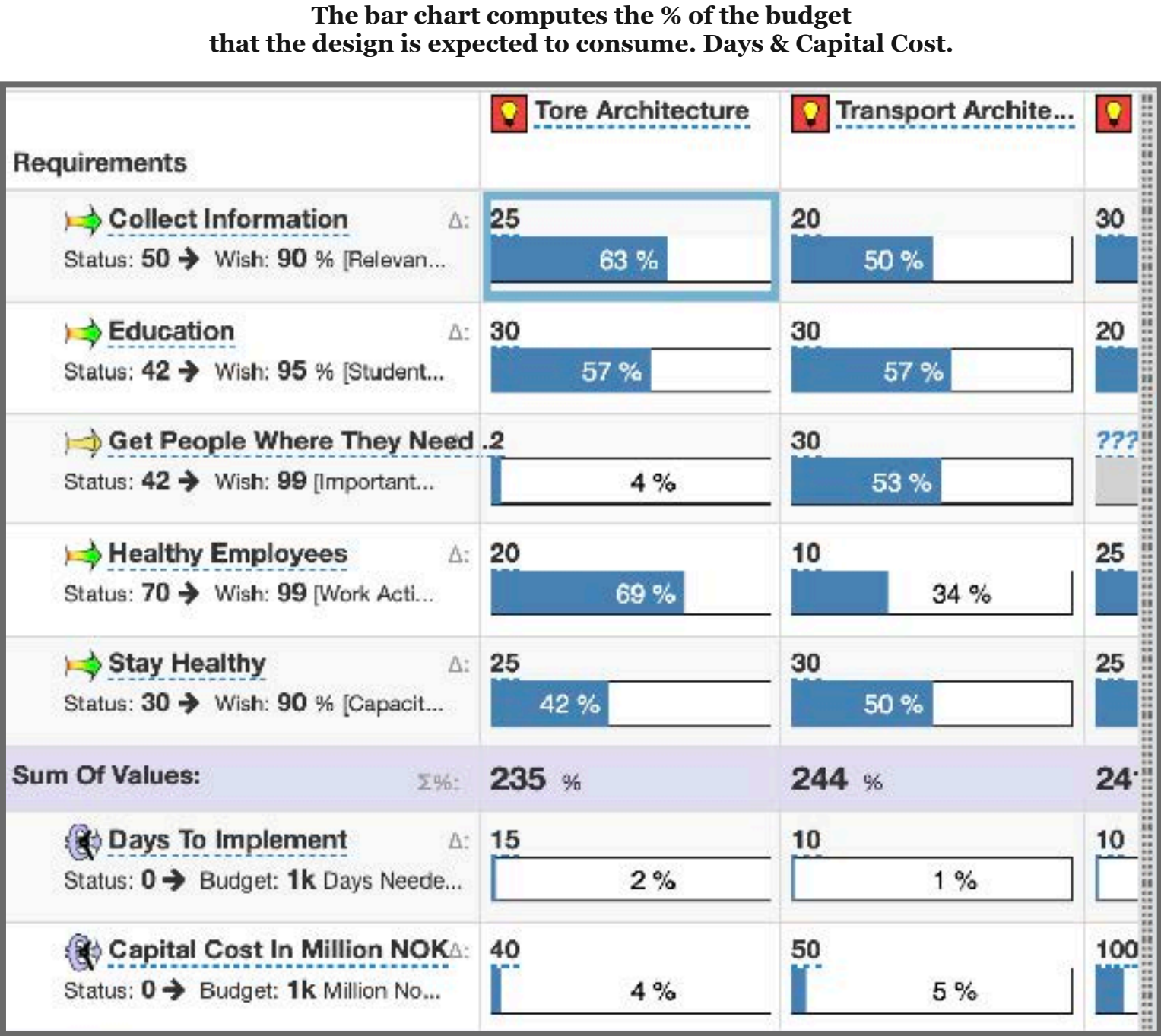
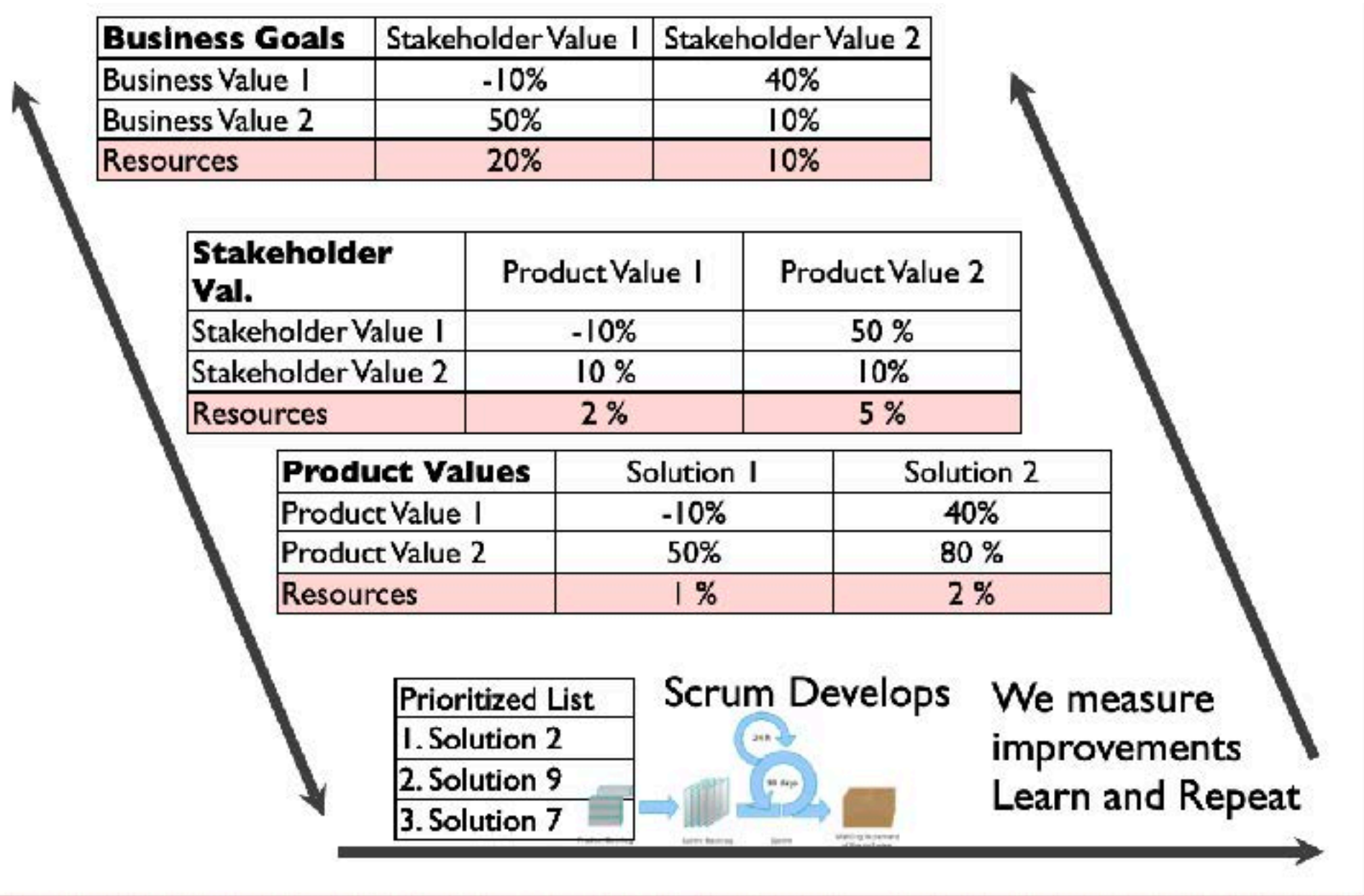


Figure 17.1.2 a. .ValPlan app example.
From Oslo Covid Exercise March 2020 in SimPlan book



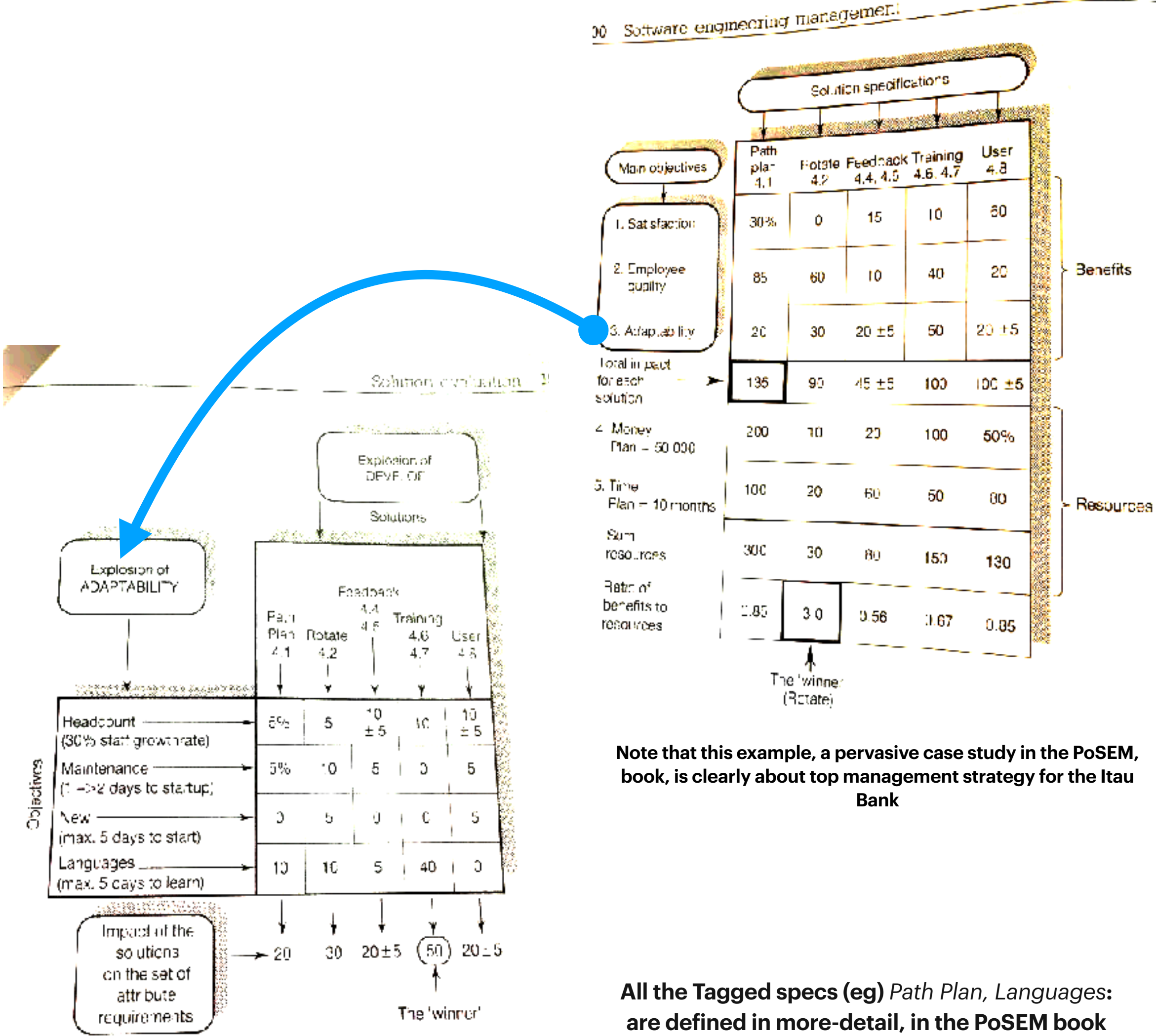
17.1.2.5 The 1988 ‘Strategy’ Case Publication of Impact Estimation [PoSEM]

From my practical strategy client, Itaú Bank, Brazil

- In 1988, I published years of experience, including some cases in top management **strategy** planning. Cf [Juran] 1992
- My apologies for hiding this, in a ‘software engineering’ book. But I think it sold about 20,000 copies. I never did academic publishing, so some Professors missed my ideas.
- Prof. Rumelt (UC Berkeley) has a lot of software industry cases. He likes metrics, so here is one of my ‘metrics’ methods.
- So maybe PoSEM got into the hands of IT startups in Silicon Valley? Actually a lot of the ‘Agile Manifesto’ signers cite PoSEM [PoSEM, Ch 15, see link], as their inspiration. So, I am the grandfather. Ashamed of their lack of ‘agile engineering’. [AE]
- Or my ideas even got into UC Berkeley (where I guest lectured). And had some proven influence on Nuclear Power Safety (UCB Prof. Ramamoorthy, EE, said so, in a public conference in 1976, about my ‘distinct software’ methods). [Distinct] 1981. Is that a Nuclear Power ‘strategy’ ?
- Silly side story. I was offered an appointment at UC Berkeley, EE, Evans Building. I asked why I would bother to work there. The answer was: ‘*because there are about five Nobel Laureates in the Building*’.
 - One of the better recruitment answers!



UC Berkeley, Evans



Note that this example, a pervasive case study in the PoSEM, book, is clearly about top management strategy for the Itaú Bank

All the Tagged specs (eg) Path Plan, Languages: are defined in more-detail, in the PoSEM book (And/or in my original consultant notes)

As usual in Planguage
Thorough definition
Detailed-enough, for purpose.

Note that the higher level ‘ADAPTABILITY’ is decomposed, and quantified. From one point of view they are the 2nd level strategic attributes, supporting the higher level concept of ADAPTABILITY.

The ‘Solutions’ (strategy hypotheses) are suggested specifically ‘actions’ to deliver values (Headcount, Maintenance, New, Languages), which are the set of Objectives, supporting ‘ADAPTABILITY’.

17.4.17 Presentation Language for VIE

Big tables, with lots of numbers, might seem complex for many people. For other people they *like* to have access to the details, for example; those doing reviews, focussing on a contentious proposal, and doing quality control.

But **everything can be presented in summary or simplification.**

Then those few who need to check details, can easily do so. They just need to know they can ‘drill down’ into detail, as we do with accounting.

Built-in to VIE is a **wide range of ways of simplifying the decision basis [Simple].**

There are numeric sums of impacts. There are color codes when you have too little effect, or too much costs, there are bar charts to make the numbers more visual.

In ValPlan app, there is an automatic one-page summary of the top-ten, or critical-ten values. The basic VIE Cell can have more or less detail, depending on needs, although the detail can be retrieved with a single click, as needed. The Tags on all specifications give us a tool to operate at an almost intelligible, top superficial level, until we need, 1-click away, to get the one

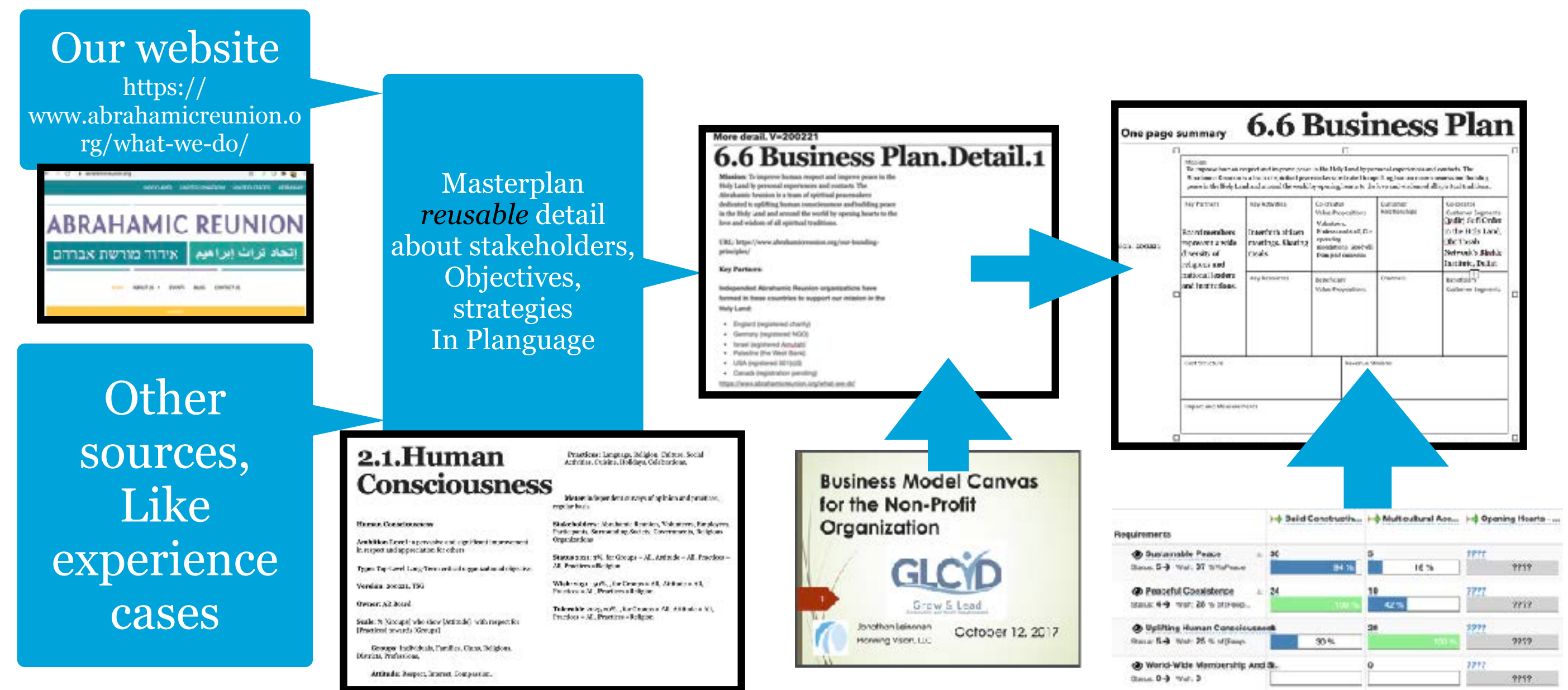


Figure 17.4.17 Source various stages of planning for a charity, with permission.

Chris Miller, the Executive Administrator told us he got immediate use, for example with donors, because of the clear detail that emerged.

Checks signed today, he waved at us.

Our ultimate aim was a good business plan. But we took the trouble, with the Board backing us, to define our ideas in clear detail. *Before* summarising.

17.9 Impact Estimation: Strategy Summary

How to deal with more than 2 balls in the air, without dropping them.
Or, is it true that you cannot deal with 7±2 Factors at once?

- Impact Estimation enables people, even managers, to deal with 100 interactions simultaneously.
 - A 10-Values by 10-Strategies table.
- And to update the table as new insights occur.
- And to compute the ‘big picture’.
- And to clearly and logically connect top-level strategy with levels supporting it.
- It is a tool to **allow us to deal with complex systems intelligibly**, for a change. Outside the black box of complexity, using Value attributes, that people can really understand.
- It will come as no surprise, that my predictable experience, when top managers are presented with an Impact Estimation Table is like....
 - *Make sure you give us a copy of that table thing (Medtronic), or*
 - *That is the best F***** Planning Method, I have ever seen, and I was trained at West Point. (Gen. Pellicci, Persincom]*
 - *Or, ‘(Air Force General Cliver) I want me and all my people to be trained on this right now, today.*

3.3.2 Value-Objectives Strategies suggestions⁵⁵

Tag: COMM.ENV-RESPONSIBILITY	Tag: CUST.VALUE-FOR-MONEY	Tag: EMPL.WORK-LIFE-BALANCE
Gist: Environmental responsibility perceived by local community	Gist: Customer perception of value for money	Gist: Work-life balance for employees
Stakeholder: Local Community, Environmental NGOs, Regulatory Bodies	Stakeholder: Customers, Sales Department, Product Development Team	Stakeholder: Employees, HR Department, Management
Scale: Composite score 0-100 based on community surveys and objective environmental metrics	Scale: Percentage of customers rating product/service as "good" or "excellent" value for money	Scale: Average employee satisfaction score on work-life balance survey (0-10 scale)
Metric: Quarterly community survey and environmental impact assessment	Metric: Quarterly customer satisfaction surveys and product reviews	Metric: Annual anonymous employee survey
Tolerable: Score of 70 by end of current year	Tolerable: 75% by Q4 this year	Tolerable: 7.0 by end of next fiscal year
Goal: Score of 80 by end of next year	Goal: 85% by Q4 next year	Goal: 8.0 by end of following fiscal year
Stretch: Score of 90 within 3 years	Stretch: 90% within 2 years	Stretch: 9.0 within 3 years
Past: Score of 65 in previous year	Past: 70% in last quarter	Past: 6.5 in last fiscal year
Trend: +3 points per year over last 2 years	Trend: +2% per quarter over last year	Trend: +0.3 points per year over last 3 years
Definition: The degree to which the local community perceives the organization as environmentally responsible	Definition: The extent to which customers perceive the product/service as worth the price paid	Definition: Work-life balance refers to the equilibrium between an employee's work responsibilities and personal life
Rationale: Strong environmental responsibility improves community relations and support in long-term sustainability goals	Rationale: Higher perceived value leads to increased customer loyalty and positive word-of-mouth marketing	Rationale: Improved work-life balance leads to higher job satisfaction, productivity, and employee retention

Strategy Descriptions

Implement Sustainability Initiative:

- Gist: Implement a comprehensive sustainability initiative.
- Description: Launch programs focused on waste reduction, renewable energy adoption, and community environmental education to enhance perceptions of environmental responsibility.

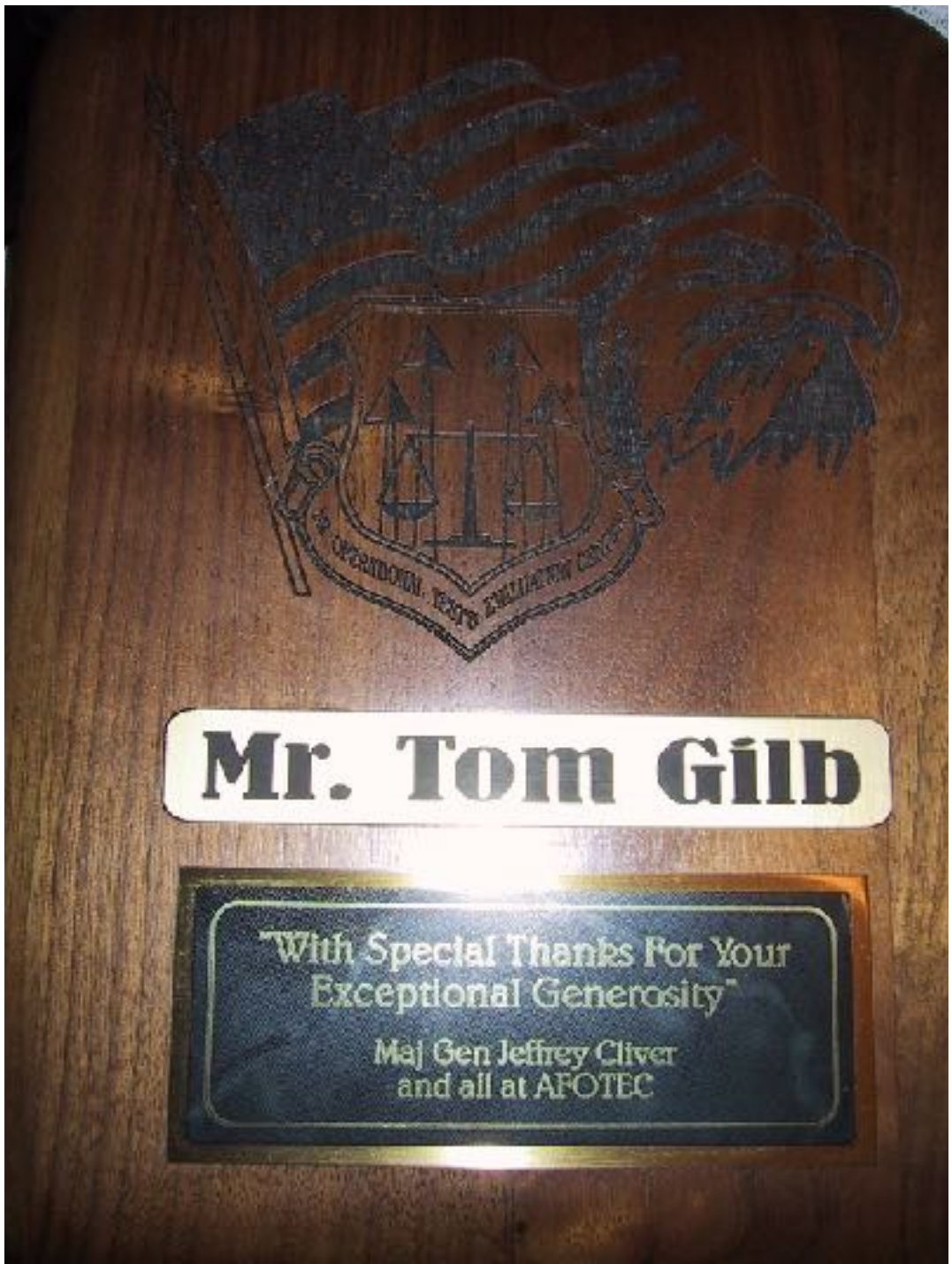
Enhance Product Value Proposition:

- Gist: Improve the perceived value of products/services.
- Description: Conduct market research to identify key value drivers, optimize pricing strategies, and address product features to align more closely with customer expectations.

Flexible Work Arrangement Program:

- Gist: Introduce flexible working options.
- Description: Offer flexibilities, remote work opportunities, and compressed workweeks to improve employee work-life balance.

Strategies -> Value Objectives	Implement Sustainability Initiative	Enhance Product Value Proposition	Flexible Work Arrangement Program	All 3 Strategies
COMM.ENV-RESPONSIBILITY	80 %	10 %	5 %	95 %
CUST.VALU-E-FOR-MONEY	15 %	85 %	5 %	105 %
EMPL.WOR-K-LIFE-BALANCE	10 %	5 %	75 %	90 %



J. Cliver [Governeer]

Chapter 18 Defining 'Strategy'

Everybody has their own definition, but it would be useful if they were complete and intelligible.

And not spread all over a book in various assertions.

Even better, if they were defined as an ETX process, (Chapter 11) and used Planguage,

to be clear about what they were doing.

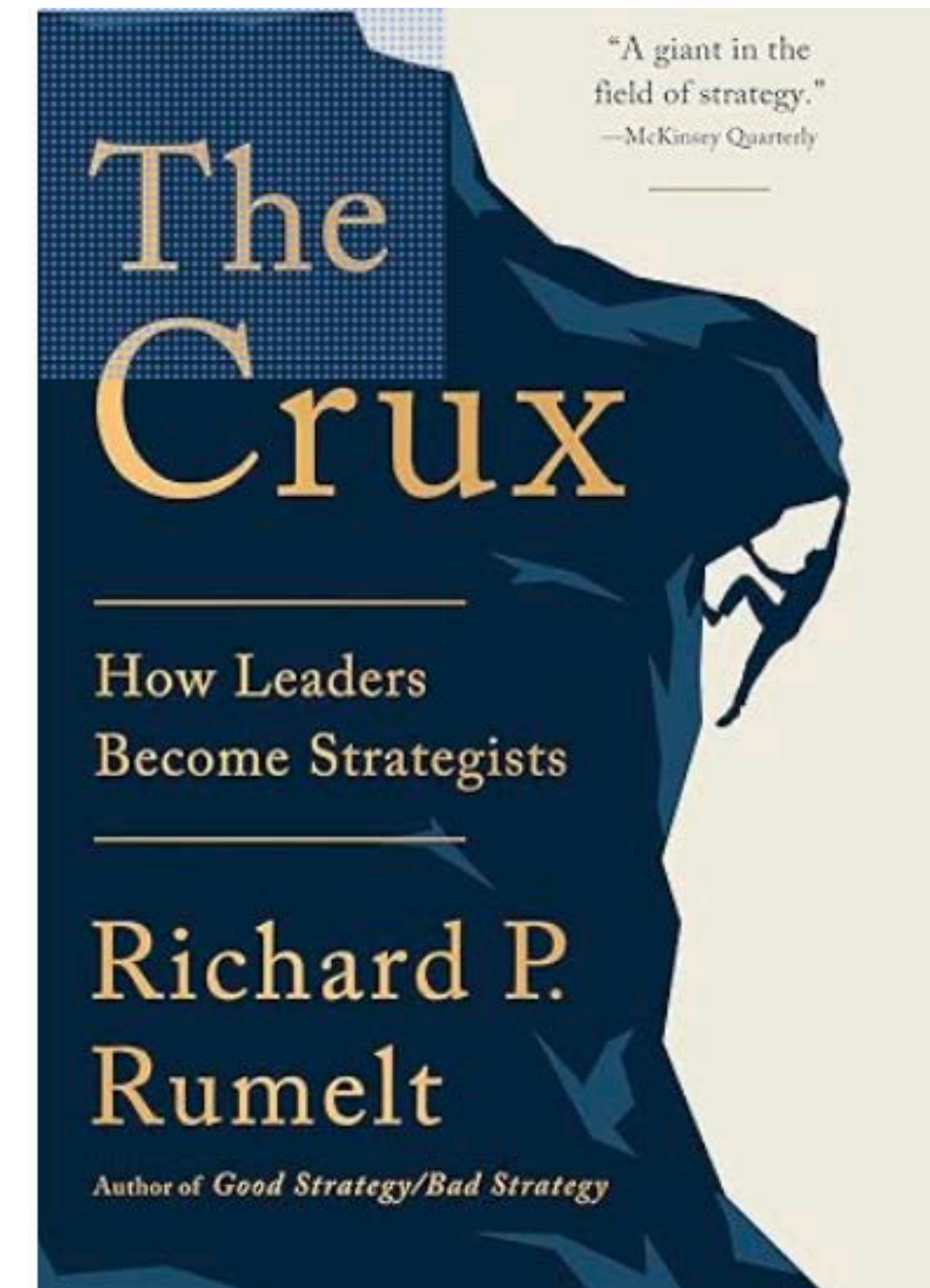
Which is what we will specify in this Chapter.

18.0 Defining ‘Good Strategy’

Should ‘strategy’ definitions be clear, effective and useful?

Or just scattered as remarks?

- Prof. Rumelt continues to tempt me to comment.
- As I was getting to page 230 (of 300) of the book I began to realize that there was a stream of assertions about strategy, *and* that I really did not have a clear idea of what Prof. Rumelt had as his definition of strategy.
- I put my own ‘strategy’ definitions in the beginning of this book, and in our book Concept Glossary.
- I was sure that he had expressed a distaste for wordiness, and ambiguity: but I felt engulfed in a sea of wordiness and ambiguity.
- Then I got a series of partial definitions of strategy, and I attempted to piece them together to one definition.
- Well it kept me thinking all night, about what I would write in this chapter.
- I think I have a way of analyzing and clarifying Prof. Rumelt’s ideas.
- I doubt if I will get his opinion right, or that he will agree. But I will have some analytical and graphical fun.



18.1 Building up a picture

Here is a partial definition, from The Crux book:
“**strategic-planning exercises**” “*They do not address critical challenges.*” Page 230

So, my first draft definition was (implied):

Strategy: *addresses critical challenges*

The next partial definition, in The Crux, was:
“*serious consideration of how the contradictory demands for increased sales and reduced costs would be reconciled.*” Page 231

So, my second draft definition was:

*A strategy process addresses critical challenges
by discovering the Crux,
with serious consideration of reconciling contradictory challenges,*

Note: I did not limit to ‘sales and costs’, because any contradiction needs to be dealt with.

The next partial definition, in The Crux, was:
“*Strategy Foundry is a process by which a small group of executives can do challenge-based strategy, discover the crux, and create a set of coherent actions for punching through those issues.*” Page 233

MY THIRD DRAFT

Strategy (FOUNDRY):

*A process which addresses critical challenges
by discovering the Crux,
with serious consideration of reconciling contradictory challenges,
which produces a set of Crux-related challenge-effective coherent actions.*

The next partial definition, in The Crux was:
“*If a challenge is not owned, it cannot be surmounted. Good strategy can only flow from senior executives who own the critical challenge.*” Page 235

My Fourth Draft, combined these ideas:

Strategy (FOUNDRY):

*A process which addresses critical challenges
by discovering the Crux,
with serious consideration of reconciling contradictory challenges,
which produces a set of Crux-related challenge-effective coherent
actions,
designed, delivered and result-achieved by senior executives, who own
the challenge.*

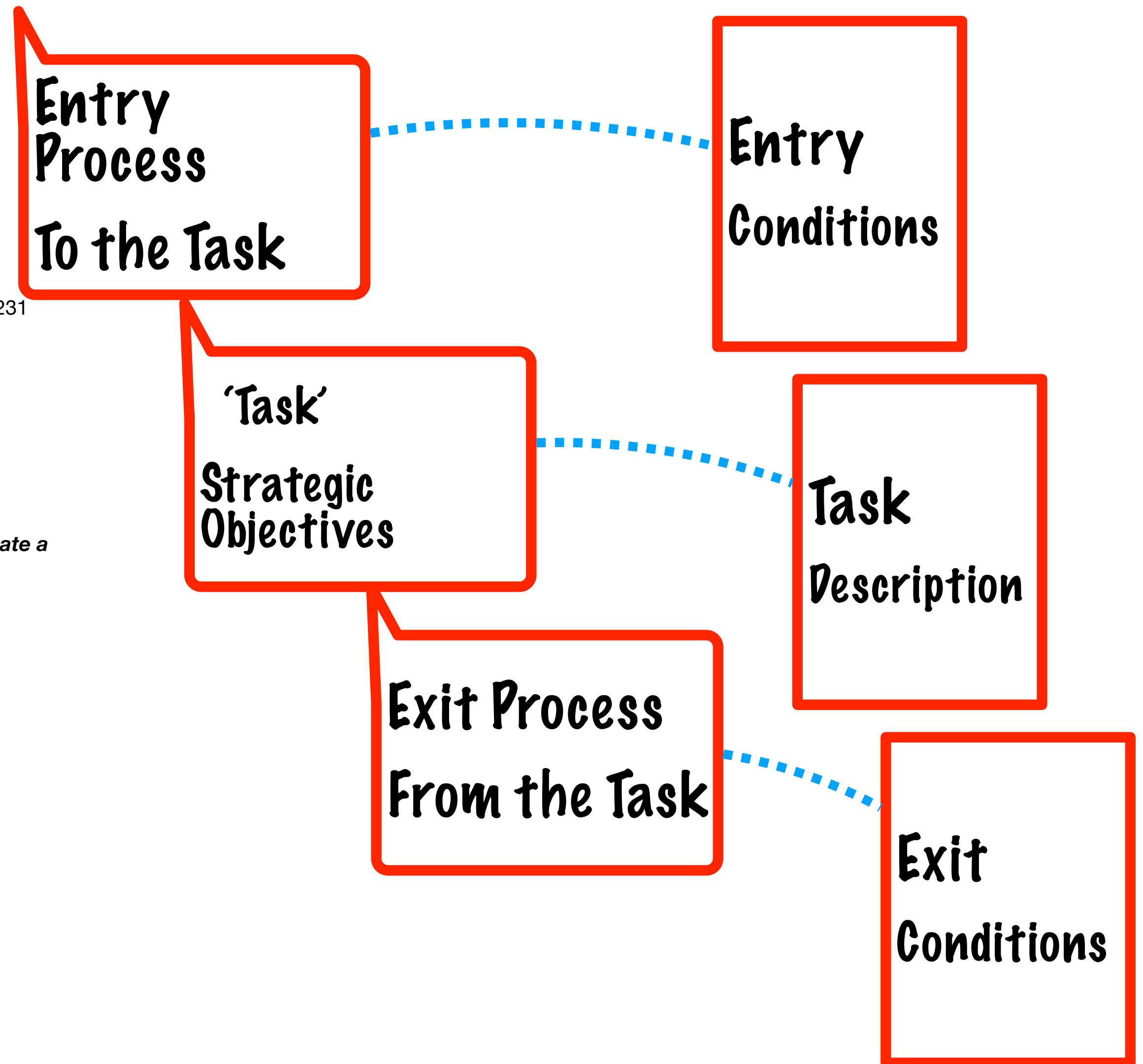


Figure 18.1 General ETX process

See Chapter 11 on ETX

18.2 Mapping the Strategy Definition into ETX

See Chapter 11 ETX

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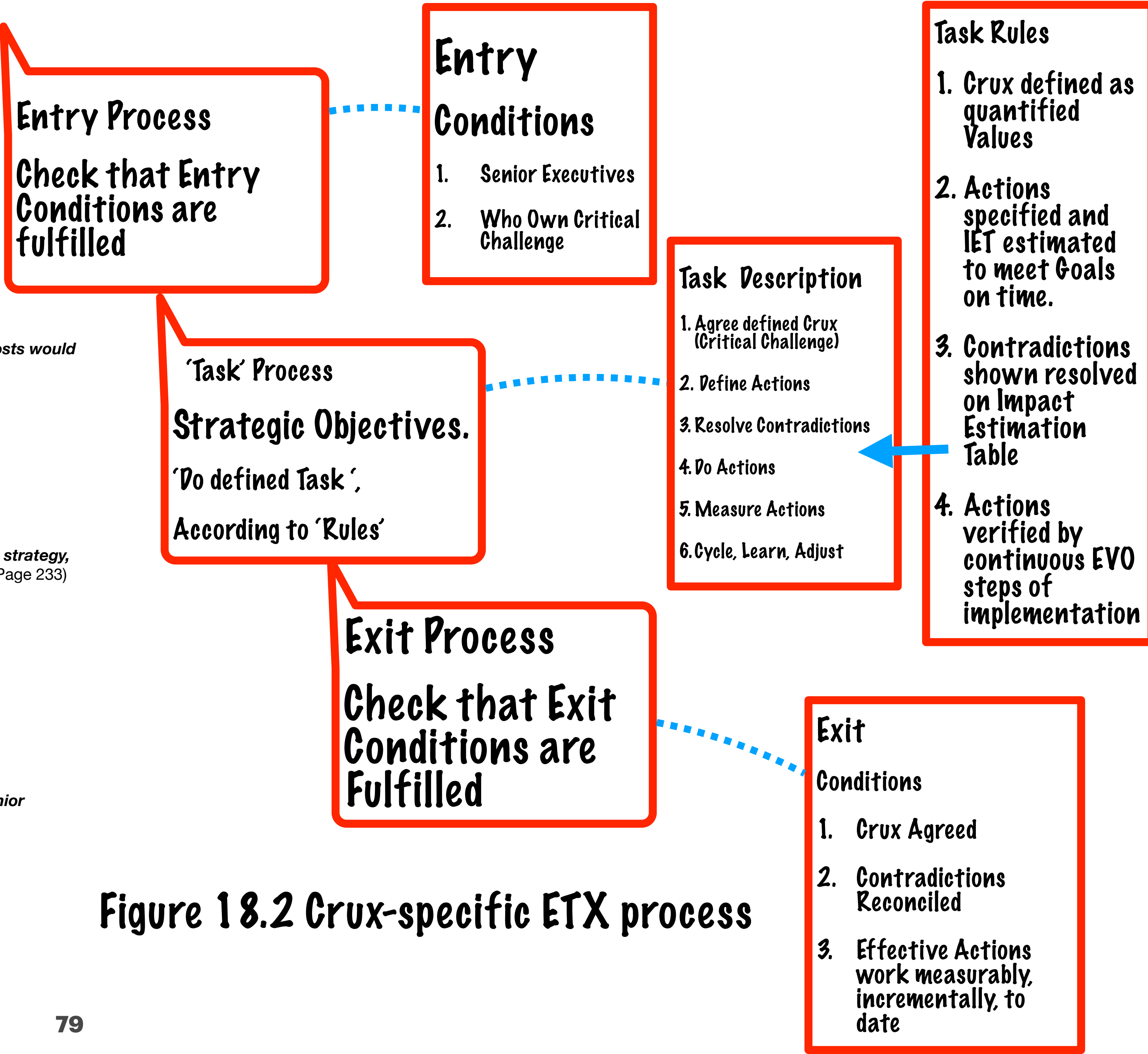


Figure 18.2 Crux-specific ETX process

18.3 Observations

How special or unique is 'The Crux' definition of 'Strategy'.

The basic 'problem solving' process,
i.e. Objectives-> Strategies-> Implementation,

is the same at this top level, as for *any* problem-solving level,
below or above it.

The main special condition is the Entry Conditions: 'Senior Executives, who own the critical challenge.'

That the Senior Executives deal with the 'Crux', at *their* level is implied.

The Exit Conditions, and other process standards, are specific to this level; but they are generic too, in that other levels, will have the same type of thing.

They **would apply to any level, or form, of improvement planning, whether called 'strategy' or 'Value Improvement', or anything else.**

Keep in mind that although we are assuming this level is the 'top'. It might not be. The Board, the Owners, Corporate Owners, Government could be levels of planning above them, which they need to satisfy, in. Their Crux.

This is the **Fractal nature** of the EVO Cycle.

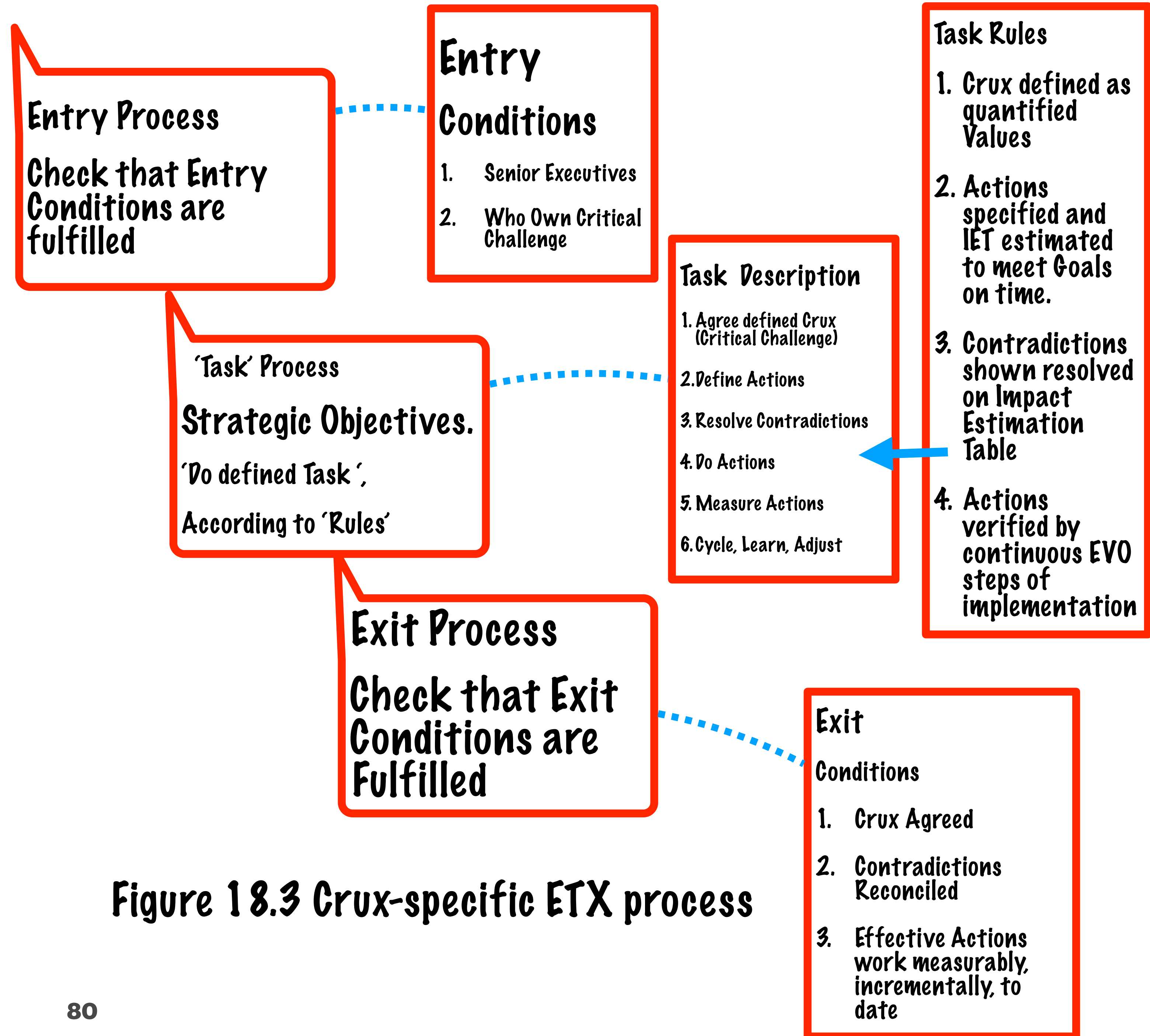
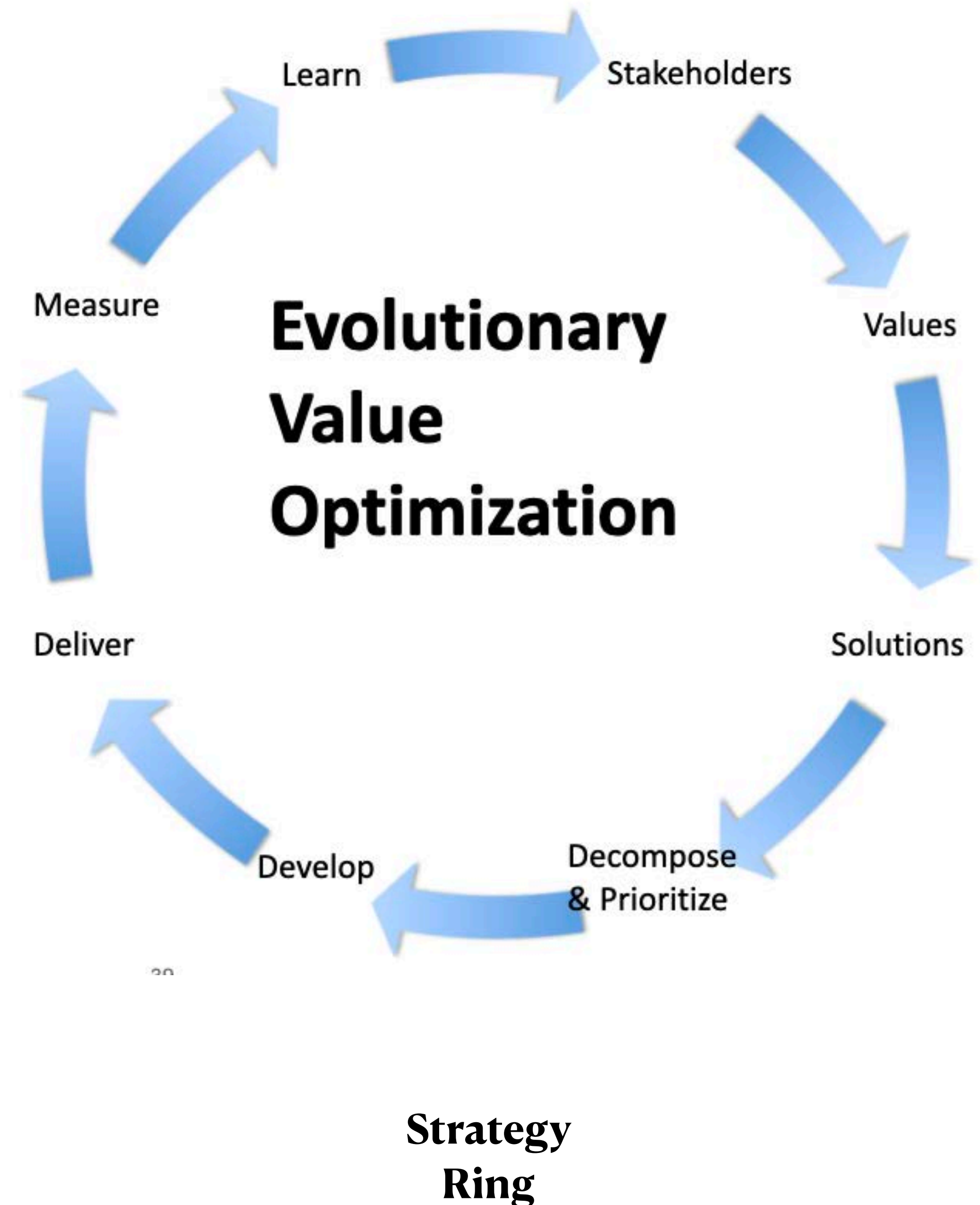


Figure 18.3 Crux-specific ETX process

18.4 EVO Cycle

The Engineering Process for planning any strategy at any level

- We would recommend use of the EVO Cycle,
 - for effectively clarifying the Crux and the Actions. An ‘engineering’ tool.
- See Chapter 16, for delivering early streams of Value results, and *as the Rules (Figure 18.2) cite, Planguage* (for quantifying Objectives and constraints,
- and for estimating effects and side-effects and costs on an Impact Estimation Table, Chapter 17.



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Part 2

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<https://tinyurl.com/StrategyTalk2>

For BCS, Wednesday July 23 2025

Organised by BCS Quality SG, jointly with BCS Business Change SG,
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