

NEW STRATEGY DESIGN IN THE ECOSYSTEMS ERA

6 STAGES TO REIMAGINING STRATEGY

FOREWORDS

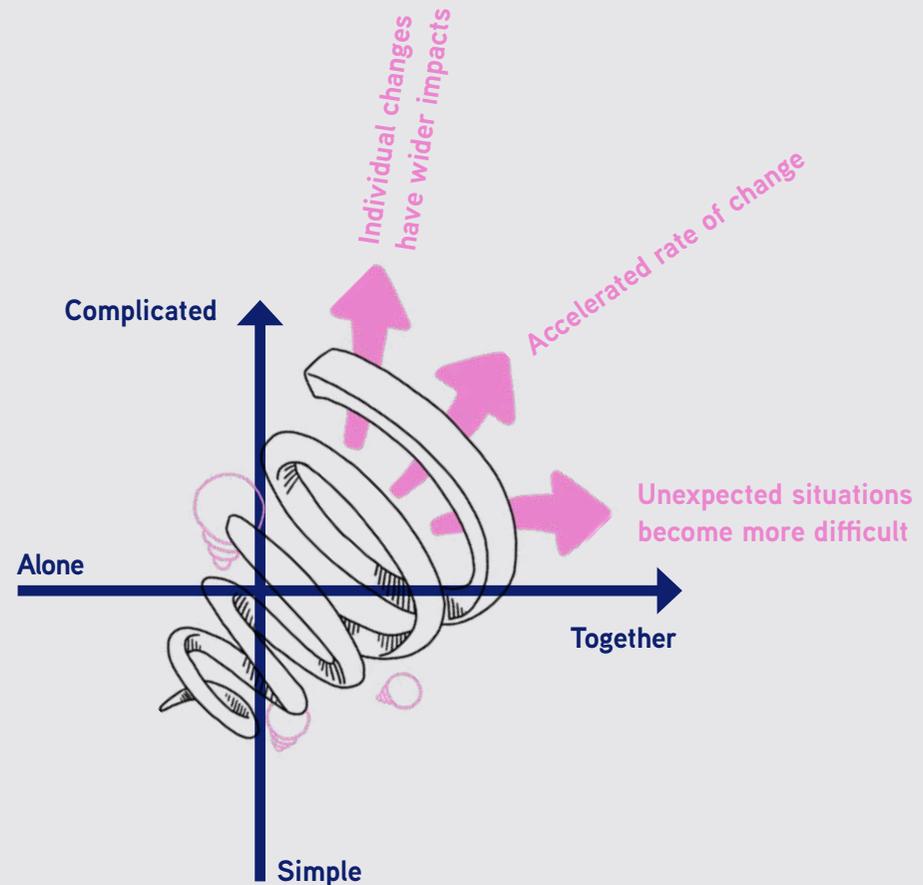
Hybrid models and practices are being sought intensively in both the economy and working life. We are heading in a direction where individual changes have larger effects, change occurs faster, and the problems that arise are more challenging. Our networked world will increasingly introduce surprises with major impacts on the network of ecosystems. What is needed now in addition to accurate predictions is a multi-faceted overview, a great variety of skills, and quick solutions – everything needs to happen in collaboration and much, much faster.

Successful interaction and rapid collaboration processes are undisputed assets of the hybrid era's strategy work. Since 2015, we at Humap have developed a model of strategy work that utilises the power of a dynamic system thinking and the opportunities offered by the latest technology. In this guide, we present the six-phase process of strategy work that values conventional strategy work as well as people's experiences, collaborative

development across boundaries, agile operations and effectiveness.

Many organisations already have a long history of inclusive, rolling and digital strategy work. According to a study, 95 per cent of executives consider it important to adapt operating methods to be innovative and flexible in the hybrid

era ([Microsoft 8/2020](#)). Future success requires that strategy work be revised even more boldly as part of the virtual work revolution. **At its best, strategy work builds a community spirit and an innovative culture of collaboration that creates new growth. We need to reimagine strategy together.**





How can your organisation make a revolutionary leap in strategy work, and

... fully value the intelligence of an ecosystem?

We invite hundreds, thousands or even tens of thousands of people to create a real-time overview and build a market for the future.

... discover the opportunities offered by the latest technology?

We implement an agile and condensed process by using both business environment analysis and experience from both personnel and customers, owners, investors and stakeholders..

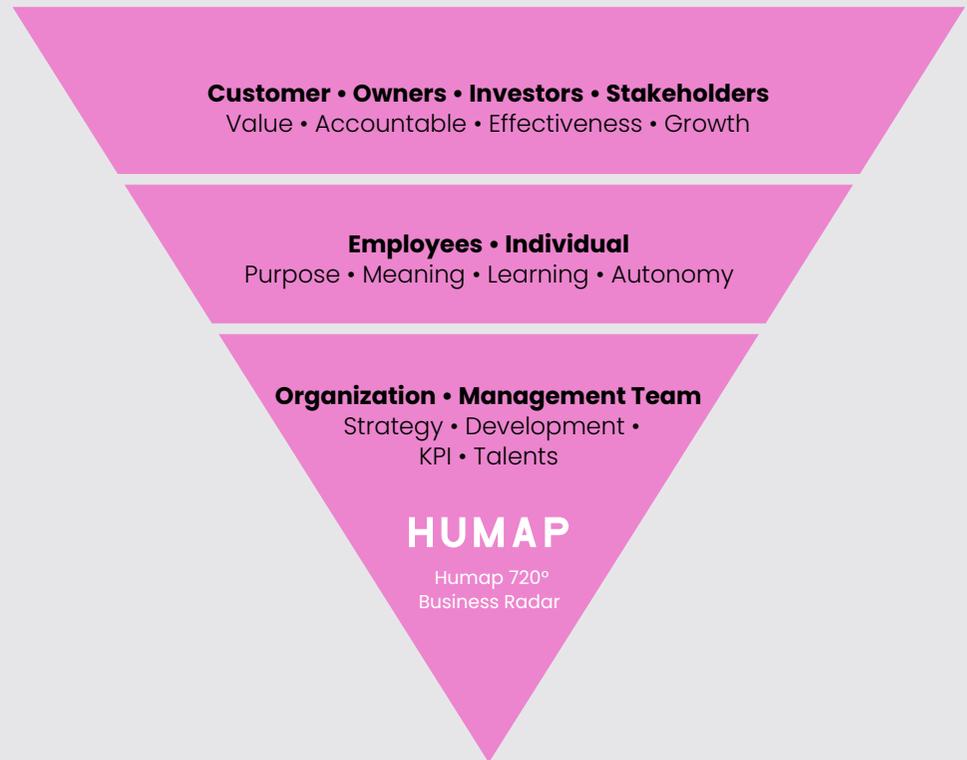
... improve the organisation's ability to learn and grow?

We are building an interactive operating and collaboration culture for the hybrid era where strategy work is integrated into everyone's daily duties. We bridge strategy to operations together.

In this guide, we will explore the basic ideas behind the revolutionary hybrid era collaboration strategy that will allow you to influence the market's development more than ever before. We are happy to guide your business into a new age.

We wish you an enlightening read! Let's reimagine strategy together! Wishing You insightful reading with new ways to design Your strategy.

Humap Consultation Oy
www.humap.com



Ecosystem thinking is changing the way we develop business

- Getting multidimensional qualitative and quantitative data.

- Creating new relationships with customers:

Discuss and innovate together with stakeholders and ecosystem partners.

- Growing culture value:

Create radical transparency to learn and change practices together.



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STRATEGY WORK BUILDS A CULTURE OF COLLABORATION

Your organisational culture dictates much of how strategy work can be carried out. As management starts working on strategy, it must be aware that strategy work is the most effective means of changing the organisational culture.

Conventional strategy work emphasises

- Identifying the current state
- Setting goals
- Planning measures to achieve targets

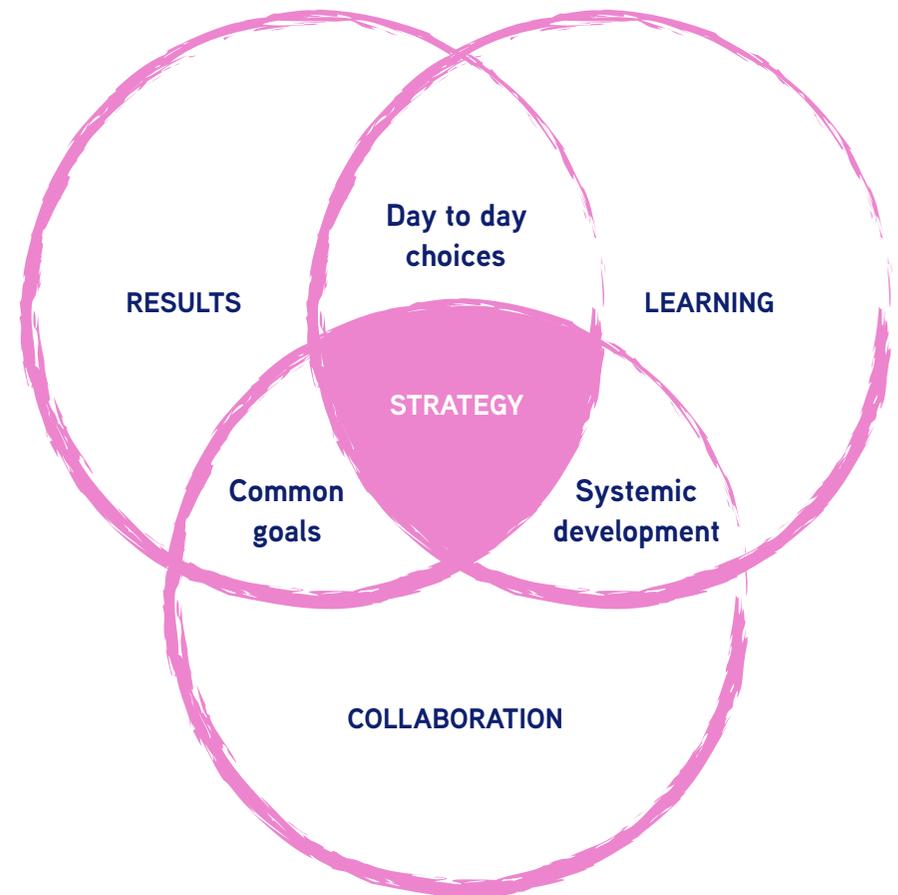
Collaboration strategy work in the hybrid era emphasises

- Shared objectives: disruptions in the environment are leveraged

as a strategic competitive advantage

- Dynamic system development: collaboration teaches skills for living with change
- Everyday choices: actions lead to new results

Our model of strategy work shakes up the conventional beliefs about human behaviour and learning, as well as system development. It respects the basic elements of strategy, but radically changes our way of implementing the strategy process. Its effectiveness has even improved employee participation. It has reached up to 97 per cent even in large companies.



Collaboration matters

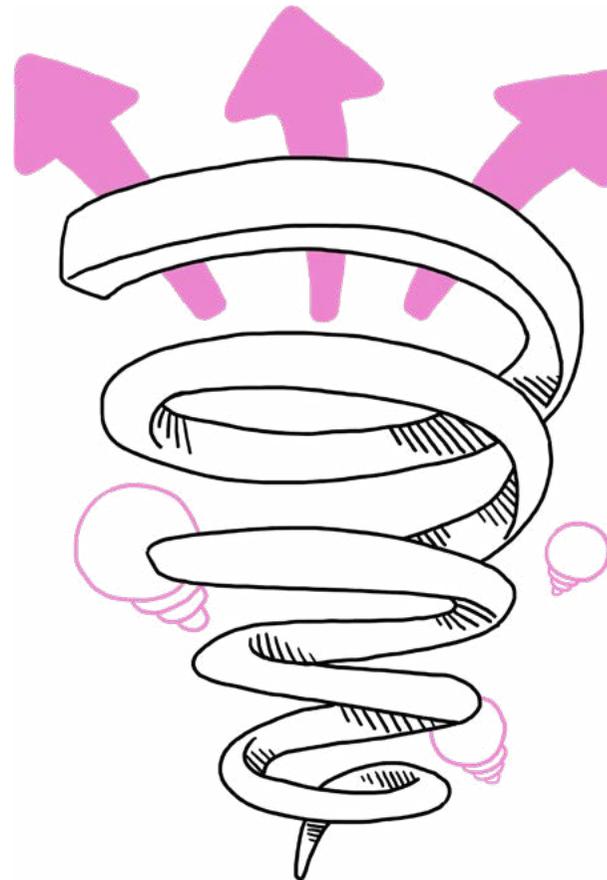
Beliefs serve as a basis for how the organisation works together. Collaboration determines the types of leadership, structures and even meeting practices and conduct that are supported. When we change the culture of an organisation, we must change our ways of working together.

Strategy is rooted in everyday life

Conventionally, strategy work has been separated, and people other than strategy makers have carried out the planned changes. Business operations should be developed starting from the customer interface and day-to-day work, ending in day-to-day work. People who are doing their best wish to participate actively in building the future. Command and control doesn't work anymore. People expect to be thinking and acting subjects, rather than stagnant objects.

Be smart, use your potential

Simple deployment is no longer enough, especially for younger generations. Work becomes important when people's hearts and minds are involved. In the words of **Steve Jobs**: "it makes no sense to hire smart people and tell them what to do."



Humap's notice:

100%ⁿ problems & possibilities known to Ecosystem

100% problems known to Staff

74% problems known to team Leaders

9% problems known to Team Managers

4% problems known to Executives

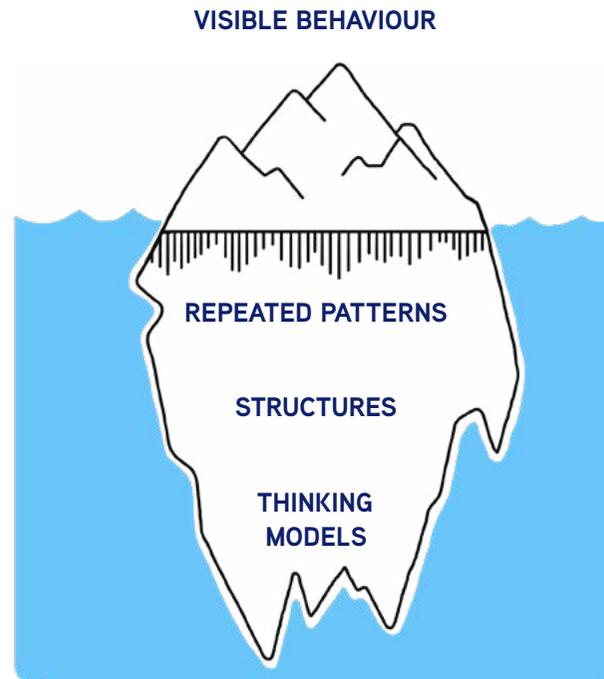
Source: www.infosurv.com/why-your-top-management-needs-good-employee-and-customer-feed-back/

NEW STRATEGY WORK IS RADICAL HUMAN

Like icebergs, the organisational culture has two parts: one visible, one hidden. Below the surface, there are models of thinking, in other words beliefs, expectations, values and standards that impact structures of collaboration and power. These give rise to repeating patterns of behaviour. Strategy often stops halfway because it collides with these unseen obstacles and unwritten rules. No matter how good the strategy might be, if people will not adopt it, no amount of success is guaranteed. Therefore, strategy and culture are interconnected. Strategy is the map (what and where?), culture is the pace / rhythm (how?).

Models of thinking: Our view of humans affects our thinking on strategy work

The organisational culture is the product of people, the structures supporting or hindering collaboration and interaction,



and the ways these guide people to act. These are defined by our view of humans and the related beliefs regarding people's behaviour, learning and growth.

Structures: Strategy requires understanding, not deployment and ownership, not deployment

Strategy is our daily choices. In order for people's choices to align with the strategy, they must commit to a shared objective and understand what strategy means in their work specifically. For this, we need increased interaction instead of change management communication. Digital tools make it easier than ever to add structures for interaction and collaboration.

Repeating patterns: Good strategy work emboldens change

Terms such as engagement, deployment, and fact and information sharing used in conventional strategy work put people in a passive role. Active invitations and co-creation turn people into active change-makers. Words are actions, and they influence our willingness to understand, commit, change and learn. With a stronger drive and ability behind change, we will see a shared courage to change.

REIMAGINING COLLABORATION STRATEGY

- **Condense strategy work**

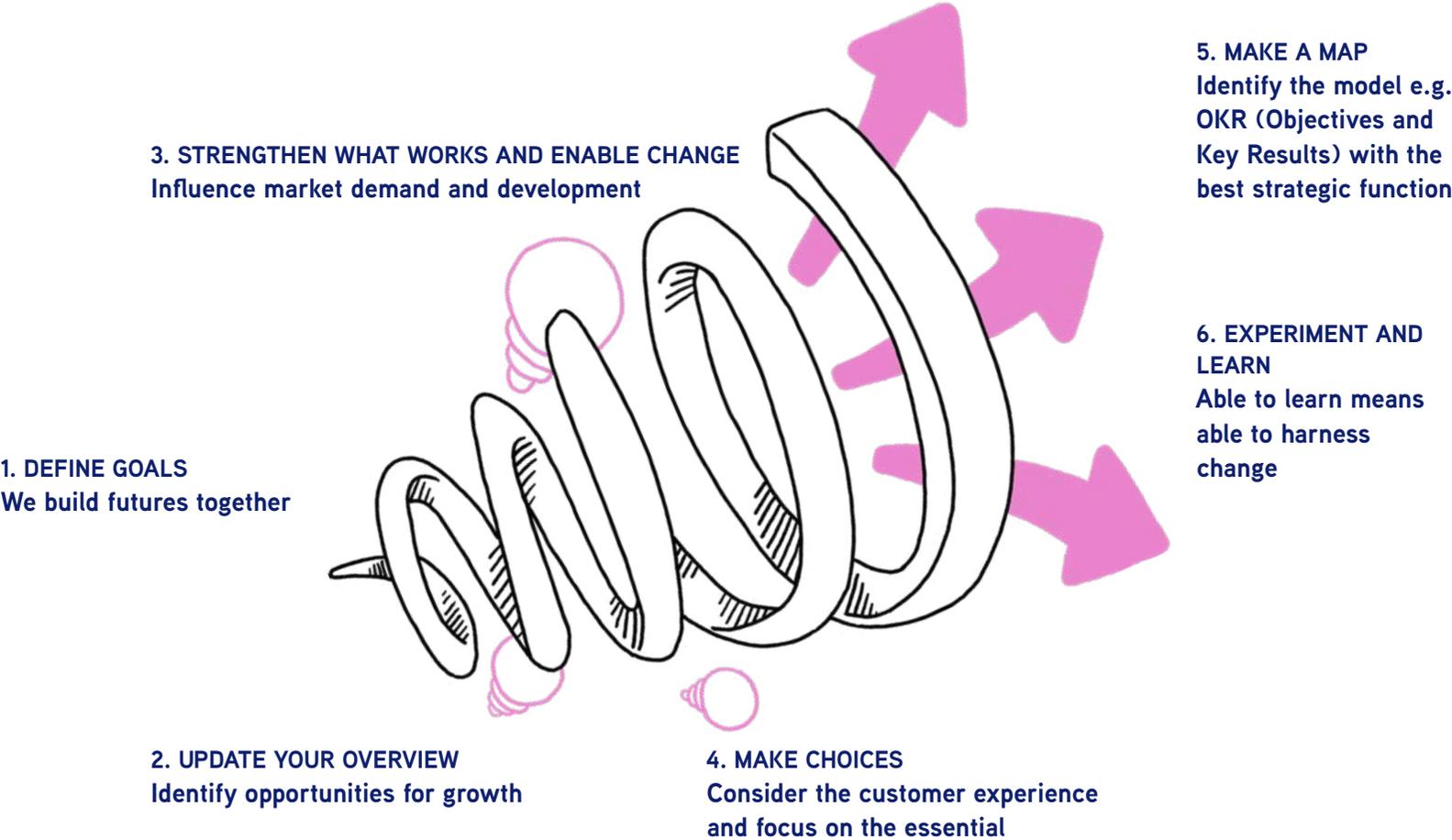
Time is money – find the opportunities for growth and take action

- **Bring in more people**

We build futures – invite the ecosystem and networks together

- **Increase interaction**

Create new growth successfully – support learning and innovation



1. DEFINE GOALS

Do you believe that a strategy process is quick enough if it takes months? How about saving time and money?

In a stable environment, strategy work and strategic development are different from an uncertain, constantly changing environment. There is more than one correct way of building a strategy – the appropriate rhythm is set by the type of operation and the dynamics of the business environment. Strategy work in the modern, more unstable environment inevitably requires a completely new rhythm where digital operating environments become our best tools.

In a constantly changing world, it is difficult to specify a goal, not to mention achieve it. On the other hand, the environmental change offers at least as many opportunities as threats, which might be ignored in setting a highly specific goal.

Implementing strategy into daily work begins from the first discussions where we build our interpretation and understanding of a common direction. This is why we need to be aware of the beliefs and structures that guide our way of working on strategy. By changing beliefs, we can create conditions for new growth and for building a cooperative culture for the hybrid era.

// We must build a shared understanding of strategy work for it to succeed.



2. UPDATE YOUR OVERVIEW

Will you engage personnel to make them commit or invite all your talent, customers, owners, investors and stakeholders to build a shared success story?

Customer demand for responsibility and climate action are at an all-time high. At the same time, the value promise, value chains and customer experience have entered the core of strategy work. The customer experience has become key in seeing where customer behaviour is headed. The ownership of change in daily work must be given to experts and frontline workers. They have enormous local expertise that would be smart to respect and share with the whole workplace.

More complex business environments call for more diverse perspectives for us to understand everything that is going on. In addition to business environment analyses and facts, collecting the experiences of people is equally important. For years, pioneering companies have invited customers and experts to join them in strategic co-development, and have cleared the way for need-oriented service business development with stellar results.

We often seek the correct answers. Effective processes make use of the right questions to approach the situation from a new angle and uncover the reasons behind challenges. The idea behind structured questions is that we already know the alternative answers.

// Make full use of collective wisdom and the power of a dynamic ecosystem.

Open, inviting and engaging questions allow us to reach the unexpected and innovative instead. The latest technology can process extensive data in real time, allowing management to easily focus on the main points.

3. STRENGTHEN WHAT WORKS AND ENABLE CHANGE

What could organisations and transformative business achieve if their goals could be set freely and collaboration could cross boundaries? Where do we find the courage to do what we dream of?

The strength and competitive advantage of strategy will only manifest when significant decisions and choices are made. Playing things safe based on old reports seems ineffective for bringing about great changes. Major changes based on market demand seem to appear in interfaces, often introduced by new organisations (for example, OnniBus). The same could be done by many existing organisations.

The digital revolution will change thinking significantly. Steady development cannot achieve the type of change in thinking that digitalisation makes possible. Growth requires management to build a bold vision of the future and enhance the ability for change. Intelligence still lies with people and the networks of ecosystems. With streamlined processes, we stay productive in the hybrid era. Correctly tuned collaborative processes make us innovative and able to change.

How can we move towards a bold vision of the future when current models and methods are found to be lacking? Collective discussions and the shaking up of views, experiences and ideas across boundaries are at the heart of

// Digitalisation is a method for influencing people – employees, customers and partners – and creating a mutually beneficial future.

collaborative development. They give rise to innovation and meaning, enthusiasm and commitment to strategic objectives. This is the quicker way of heading towards your strategic goal with your personnel, partners and customers.

4. MAKE CHOICES

Do you believe that improving change management communication will turn choices into action? Would you like to reach those people who need to understand the significance of strategic choices?

There is a tendency to set goals that are achievable. This makes it difficult for growth and development to reach their full potential. Collaboration strategy work helps set bold goals. The transition has already begun, and joint development has crossed many boundaries.

Communication is often the weak link in engaging strategy processes. People feel that they are not heard if the choice of what

is included or excluded is not explained and justified. Middle management and supervisors feel that they do not fully grasp the content of the strategy. Supporting the strategy in managerial work becomes difficult. Change processes often aim to improve their change management communication. However, change is learning through everyday thinking and activities, and this does not happen in a unidirectional, mechanical or linear fashion. Dialogue gives more meaning to information, builds a shared understanding, and kick-starts new ways of thinking, which changes how we act.

In other words, strategic choices must be discussed and understood together. Management can use digital environments

// Interaction plays an indispensable role in the learning process of people, and its impact on the success of strategic change is indisputable.

to get closer to employees and customers than has been previously possible. In our experience, videos and well thought-out hybrid implementations make for a better experience for employees and customers than auditorium events.

5. MAKE A MAP

What is the most functional strategy model for your organisation? What do you want to measure?

In the hybrid age, the connection of one's own work with the big picture is easily lost. This is why translating the language of strategy into action is much more significant for individuals. When strategy is created together, higher-level and operational-level dialogue go hand in hand the whole way. This makes it easier to start new activities, and reduces or even eliminates resistance to change.

No single correct strategic model or map has been found. The nature of each organisation's operations dictates what is best for it. However, work that connects the

management's strategic map to day-to-day work has always been seen as inspiring. It adds a fresh touch of equality, humanity and communality. Through their work, individuals and teams can show the whole organisation the need for their local expertise.

When we want to enhance the ability to change and learn, we should measure learning. The best experiences have come from implementations where management has made the learning objectives and path to change more concrete for employees in the context of their own work. The model that promotes changing routine practices and collaborative learning has been effective in all organisations regardless of the nature of their operations.

/// Digitalisation brings management team, employees, customers, owners, investors and stakeholders closer together.



6. EXPERIMENT AND LEARN

Have you been taught that sharing and documenting information is learning that promotes change? Would you be open to the idea that learning is the result of functional interaction and collaboration?

We return to our understanding of learning and how it steers strategy work. Learning is interaction, the will and courage to learn and develop. In our experience, bringing about shared change is often painful. It can be made easier by supporting communality and collaborative learning.

When new practices are prepared and tested, the organisation's progress should be monitored regularly: what is successful, what are the challenges, what new ideas have been discovered, and where is support needed. From the perspective of organisational learning, the management should illustrate its observations and lessons. Feedback, respect and recognition from management and colleagues encourage people to keep going in the flow of change.

Future trends are telling us to look at the broader picture and see ourselves as a part of systems. Digital tools allow us to make

// Those organisations that can steer their development with digitalisation open up a new avenue to success.

change and learning visible to all personnel. Once the process is made transparent for management, they will be able to see what they actually need to manage.

The faster individuals, groups and the organisation can learn, the bigger and stronger the drive for change will be.

CONCLUSION

Digitalisation is not here to take anyone's job. What it does is enable people to focus on growth instead of manual labour in a new age – the building of functional collaborative relationships, learning experiences and a successful future. What our information society organisations can be at their best.

Reimagining collaboration strategy work in the hybrid era means sharing an understanding and creating new information, new ways of working, and a new market together with people. As Simon Sinek has said: *"Life is not a competition, it's a game. It's not about winning or losing, it's about all the fun we can have before it ends."* Success in the hybrid era will come to those who can continue to play together and share the fun. Would you like to be one of the playmakers?



