IDEO

Designing Strategy

Course Syllabus



Designing Strategy

Course Syllabus

Learn a distinct and actionable process for designing a strategy. This process will help you create and take action on a strategy for your business, team, or organization. You'll follow repeatable steps that are both human-centered and business-focused. Gain tools that will help you design a strategy by combining rigor and creativity—to both analyze the world as it is, and imagine how it could be better.

Your Instructors, Teaching Team & Community	03
Planning for a Successful Learning Experience	05
course overview <i>Week 1</i>	07
Week 2	80
Week 3	09
Week 4	10

Week 5 1	1	1			
----------	---	---	--	--	--



Your Instructors, Teaching Team & Community

A wide range of individuals are stakeholders in your success in learning design thinking. As a learner, you'll interact with:

INSTRUCTORS	IDEO U courses are taught by experts and IDEO practitioners who have honed their skills over many years in the field bringing new ideas to market. They bring real-world case studies and examples into their recorded video lessons.
TEACHING TEAM	Receive support from a team of design thinking practitioners with teaching and facilitation expertise. These experienced professionals are present to guide discussions, foster peer connection, and provide feedback on your assignments.
COURSE COMMUNITY	Learn alongside a cohort of hundreds of passionate professionals from around the world seeking to bring innovation and creativity to their work. The IDEO U community spans 120 countries and countless professions and industries. Build your professional network by making valuable connections in each course.



Roger Martin

Strategy Advisor & former Dean of the Rotman School of Management

Roger Martin is a trusted strategy advisor who's worked with CEOs of companies worldwide, including Procter & Gamble, Lego, and Ford Motor Company. In 2017, he was named the world's #1 management thinker by Thinkers50, a biannual ranking of the most influential global business gurus.

He has published 11 books including *Creating Great Choices* co-authored with Jennifer Riel, *The Design of Business*, and *Playing to Win* written with A.G. Lafley, former CEO of Procter & Gamble.

Roger is Professor Emeritus and former Dean of the Rotman School of Management. A Canadian from Wallenstein, Ontario, he received his AB from Harvard College and his MBA from Harvard Business School.

Jennifer Riel

Global Director of Strategy at IDEO

Jennifer has led strategy processes at large public and private sector organizations around the world. She also serves as a strategy and innovation advisor to senior leaders at several Fortune 100 companies. She is an adjunct professor at the Rotman School of Management, where she teaches strategy, innovation, and integrative thinking.

She co-authored *Creating Great Choices* with Roger Martin. She has published articles in the *Harvard Business Review*, the *Globe and Mail*, *Businessweek*, and *Strategy Magazine*.

Jennifer received her MBA from the Rotman School of Management. Her undergraduate degree is in English Literature and History, from Queen's University.

Meet Your Instructors

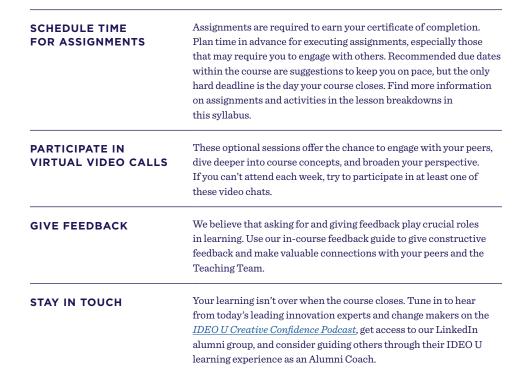




Planning for a Successful Learning Experience

The IDEO U learning experience centers on four key ways of engaging, all designed to help you understand and retain new knowledge. In each lesson you have the opportunity to see, try, share, and reflect. This isn't a passive experience—to get the most out of each course, we recommend that you plan to engage with your fellow learners and practice your new skills with others in real-world settings.

To be successful in a course, we recommend planning for a minimum of 4 hours of work per week, including time to watch videos and read articles, complete assignments, and engage in discussion and reflection.







Designing Strategy

5-week Cohort Course

COURSE OBJECTIVES

- Identify a strategic problem that your organization faces, frame it as a question, and brainstorm possibilities to solve it.
- Surface and pick the conditions that would need to be true to make the possibility a winning strategy.
- Build and conduct different types of tests to help you choose among your possibilities.
- Set your team up to be able to take action on the strategic choices you make.

TIME COMMITMENT

We recommend a minimum of 4 hours per week.

Week 1	LESSON 0	Learn a process for designing a strategy that will enable you to take action.
Week 2	LESSON 01 From Problems to Possibilities	Define a strategy problem that you're facing, frame a question around your problem, and generate new strategic possibilities.
Week 3	LESSON 02 What Would Have to Be True?	Review the strategic possibilities you brainstormed and surface the conditions that are necessary to make a possibility a success.
Week 4	LESSON 03 Test to Learn	Learn how to test barriers to improve your odds of creating a winning strategy.
Week 5	CONCLUSION Make a Choice	After you've conducted tests for your barriers, you'll make sense of the results and use that information to make a strategic choice.

Lesson O: Introduction

- Get an overview of the process for designing a strategy that can be used in organizations of all sizes and types.
- Think about a strategy for your own team, business, or organization.
- Build an understanding of how to visualize and share essential components of strategy.



Lesson 01: Problems to Possibilities

In this lesson, you will:

- Define a strategy problem that will be the focus of your strategy work and frame a question around it.
- Generate strategic possibilities to push past obvious ideas and get to new possibilities.
- Apply rigor to your possibilities using elements of the Strategy Choice Cascade to make them specific, concrete, and actionable.

VIDEO

Setting the Stage for Strategy — Define a Problem and Frame a Strategic Question Define a strategy problem that you're facing by surfacing and then clustering the most pressing problems you face as an organization. Then, frame a question around your problem to help you prepare to generate new strategic possibilities.

ARTICLE

How to Define a Problem and Frame a Strategic Question

"How might we..." Question

Justin Massa, Executive Portfolio Director at IDEO, shares one way he thinks about framing a "how might we..." question in strategy.

Learn more about how to collaboratively define a strategic problem, and then frame a "How

might we" question around it.

VIDEO

VIDEO

Framing a

Invent the Future— Generate strategic possibilities Spark new ideas for strategic possibilities that answer your "How might we" question. This is a time to be generative and go for radical new possibilities.

VIDEO

Shape Strategic Possibilities—Apply "Where to Play" and "How to Win"

Learn more about how to use "Where to Play" and "How to Win" to ensure that the strategic

possibilities you brainstormed also keep the needs of your organization squarely in focus.

Use two elements from the Strategy Choice Cascade, "Where to Play" and "How to Win," to

apply a bit of rigor to the possibilities that you brainstormed.

ARTICLE

How to Generate Strategic Possibilities and Apply "Where to Play" and "How to Win"

ACTIVITY

Generate Possibilities

EXPLORE MORE

ACTIVITY

Using "Where to Play" and "How to Win" Practice generating new strategic possibilities for the organization in the case study.

Use "Where to Play" and "How to Win" to better articulate the possibilities in the case study.

ASSIGNMENT Push your thinking to brainstorm new strategic possibilities that answer the question you

 Relate, Reflect, Remember –
 framed for your organization. Articulate those possibilities in more detail using the elements

 Generate possibilities
 "Where to Play?" and "How to Win?" from the Strategy Choice Cascade.

 PEER FEEDBACK
 Provide feedback on the work of at least two of your peers' assignments.

Read more on how to properly define the problem to solve and how to frame "how might we" questions.

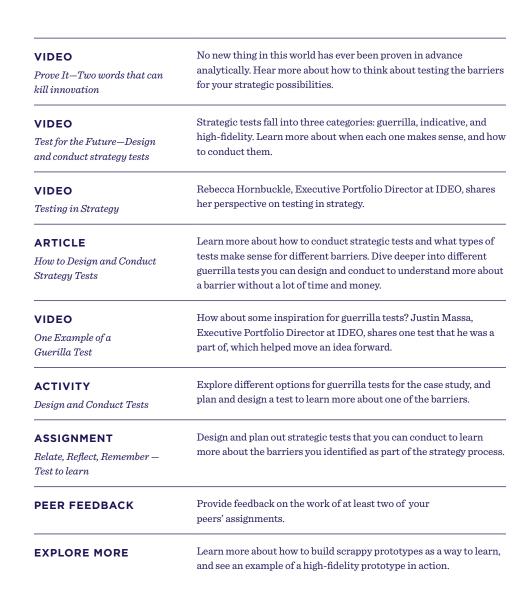
Lesson 02: What Would Have to Be True?

- Understand why "What would have to be true?" is such a powerful question in strategy.
- Learn how to evaluate your strategic possibilities by answering "What would have to be true?" for each, and surfacing the conditions that are necessary for their success.
- Identify barriers—the things that are really stopping you from choosing a strategic possibility.

VIDEO What Would Have to be True?—The most important question in strategy	Hear the origin story for the question "What would have to be true?" and understand why it's so powerful when used in strategy.
VIDEO Surfacing Conditions—Ask "What would have to be true?"	Through the early story of the competition between Netflix and Blockbuster, we'll show you how to apply "What would have to be true?" to a real business scenario.
ARTICLE How to Ask "What Would Have to Be True?"	Learn how to apply "What would have to be true?" for each of the possibilities in the case study. Use three lenses–customers, company, and competition – to make sure you surface all of the essential conditions that would need to be true to make each possibility a success.
VIDEO Identifying Barriers— Choose what to test	Out of all of your conditions, identify the ones that you're most worried aren't true, or that you know the least about–these are your barriers.
ARTICLE How to Identify Barriers	Learn tips on how to identify which conditions are barriers.
ACTIVITY Apply "What Would Have to be True?"	Use the question "What would have to be true?" and its corresponding three lenses to think more deeply about each of the case study's possibilities.
ACTIVITY Identify Barriers	Knowing what you know about the case study, as well as what you believe to be true about the industry as a whole, choose which conditions you believe to be barriers.
ASSIGNMENT Relate, Reflect, Remember — What would have to be true and barriers	Think about the "What would have to be true?" conditions for each of your strategic possibilities, then identify your early hunches about which ones might be barriers.
PEER FEEDBACK	Provide feedback on the work of at least two of your peers' assignments.
EXPLORE MORE	Read more about why questions like "How might we…" are so powerful.

Lesson 03: Test to Learn

- Learn how to test barriers to ultimately shorten your odds of creating a winning strategy.
- Think expansively about how you define what a test is, and carefully specify what type of test and level of confidence is needed to move forward.
- Understand how to design and conduct tests based on their size and scope.



Conclusion: Make a Choice

- Learn how to make sense of your strategic test results and make a choice.
- Think more about the next phase of strategy work, building capabilities and management systems that are necessary to bring your new strategy to life.
- See strategy as a journey that is continuous and ever-evolving.

VIDEO Making a Strategic Choice— Define the way forward	After you've learned more about the barriers that you face, it's time to make a choice. Learn how to look across the strategic possibilities in front of you, choose a direction to move forward on, and begin to think about how to bring this new strategy to life in your organization.
VIDEO Make a Real Choice	When faced with making a strategic choice, maybe you're thinking "what if we do some of all of the possibilities?" Jennifer Riel explains why it's good practice to make a real choice, and what to do if you just can't.
VIDEO Look to the Future—The enduring work of strategy	Though you don't revisit strategy on a schedule, it should be something that you continuously work on, monitor, and adapt to changes in your organization, your customers, and your industry.
VIDEO Telling the Story of Strategy	How do you start to think about telling the story of your strategy? Chris Domina, partner at IDEO, provides some simple, quick tips to begin to take your strategy beyond words on a page.
ARTICLE How to Make a Strategic Choice and Move Forward	Learn more about how to make a strategic choice, and the steps that follow after you do.
ACTIVITY Make a Choice	With all the work that you've done, it's time to make a strategic choice for the case study business. Once you do, begin a new Strategy Choice Cascade that captures the elements of your new strategy.
ASSIGNMENT Relate, Reflect, Remember — Decide	Look back across the entire strategy process and take stock of some of the big takeaways from the course, and think about how will you continue to practice strategy after the course is complete.
PEER FEEDBACK	Provide feedback on the work of at least two of your peers' assignments.
EXPLORE MORE	See recommendations for more books to deepen your studies on strategy.

"If you're creative and rigorous, you can give yourself the possibility of creating something that's strategically wonderful and new."

ROGER MARTIN Strategy Advisor & former Dean of the Rotman School of Management

Learn more about the IDEO U *Designing Strategy* online course at ideou.com/designingstrategy.

For any questions, reach out to us at <u>hello@ideou.com</u> © IDEO 2019