

Introduction

- Strategy is the CEO's discipline.

Doing strategy when you are not the CEO

- If you are not the CEO, what do the strategy tools do for you? Are they still useful?
- No matter who you are, you play a role in one or more organizations designed to create value. These could be for-profit companies, not-for profit organizations, families, etc. Your purpose is to create value for these organizations.
 - If you volunteer at a food kitchen, maybe you are creating value by delivering food to the hungry.
 - If you are a customer service rep for a major corporation, maybe you are creating value by minimizing the pain customers experience when using your products.
 - If you are a parent, maybe you are creating value by caring for and developing your children.
 - If you are a manager for a fast food restaurant, maybe you are creating value by helping the right employees get the right resources at the right times to deliver food quickly and inexpensively.
- If there were no mapping between your role and the value the organization hopes to create, there is no purpose for your role. Why would there be a role that creates no value?
- The problem is that you have limited time, energy, mental and emotional resources, etc., and you need to decide how to invest those resources to create as much value as possible. Unfortunately, you may have more opportunities to create value than available resources to do so.
- So, how do you focus your resources in ways that CREATE more and DESTROY less value?
 - If you can describe the strategy of your organization, then you can identify the key customers/stakeholders of your organization, and you can articulate why they continue to buy products or services from your organization instead from the competition.
 - If you can explain this, you can start to map your role and your work tasks to the overall logic for how and why your organization creates value. This can help you develop the right “no” criteria in your role. If you cannot see the clear mapping between a task and the strategy of the organization, you may be better off saying “no” to that task!
 - When you really understand strategy, then you can tailor your work at any level of any organization to create the most possible value for your organization.
 - Strategic thinkers often move up more quickly in organizations. They do great work within their own spheres but are also adjusting what work they are doing in order to create more value for the organization. Co-workers, supervisors, managers and executives notice them and want to hire them. These are people who create value.

Conclusion

- If you are not a CEO making big picture decisions for a company, a good working knowledge of strategy can help you increase the value that YOU create for your organization.