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Art of strategy pdf

With tensions high with politics, the pandemic, the use of masks and social unrest, three things must happen to restore peace this Christmas season. When they're just getting started, companies are successful thanks to the skill and determination of their founders. In the later stages, companies are successful because they are well structured and have a plan in place to adapt to growth. Unfortunately, most companies fail to make this transition. The root cause of the problem? It's often too hard for founders to let go. Delegating, or as I like to call it, the art of letting go, can be one of the hardest things to grab for a founder who likes to have his hands on so many projects at once. While maintaining a daily role in the company is critical, it's equally critical to make sure you don't work too hard. Let's take a look at some strategies to make sure you delegate appropriately and the right people. Clearly define roles and responsibilities. We had always been proud of the informal nature of our company. We had grown up with a bare-handed organization chart, loose titles, and blurry position descriptions. Everything went well for the first few years, but then the growing pains settled. We asked repeated questions about growth potential, job satisfaction and leadership responsibilities, but nothing seemed to clear up the confusion. It wasn't until we took a step back to define our organizational structure, detailing which employees were responsible for what, that things started flowing more easily. Emphasizing responsibility Responsibility is just work. On the other hand, responsibility implies individual goals, goals and a clear scope of what is expected of you. There is a huge difference between the two, so as we redefine our structure, we made sure to emphasize responsibility. Every person, including the CEO, needs to understand exactly what they are responsible for to grow so as to benefit both themselves and the company. Democratizing decision-making At first, my partner and I made all the decisions together, and that was a mistake. Over the years, there have been small tensions between us and they have begun to get in the way of our work. He spent hours fighting, getting stuck in a stalemate that slowed us down, as individuals and as a company. Once we realized that not both had to be part of every decision, we were able to build a more efficient business and a more confident partnership. The strategy is to create alignment within a team and make everyone paddle in your boat in the same direction. In terms of delegation, this means that every employee in your organization needs to see how the work they're assigned to is related to overall business goals. In way, they can understand how even the most (seemingly) humble activities fit the overall vision you've established. When you're scaling a business, it's hard to accept that you won't always be involved in everything that's happening. Once it is understood that the delegation of responsibilities you and your employees can get back to what you do best: run a successful business. Matt Dopkiss is a physicist, developer, and co-founder of Dynamit, one of the fastest-growing digital agencies in the United States driven by a desire to leverage technology and build things that lead to measurable business outcomes, Matt takes a unique scientific approach to marketing. Connect with Matt on Twitter @dopkiss. How do you talk about your company's strategy so your employees get it? Well, you probably heard the phrase Keep it simple, stupid. And often the subtext of this is: Keep it simple, because your people are stupid. But the point of simplicity is not to fool things. You're not trying to solve an understanding problem. You're trying to solve a problem called decision paralysis. Decision paralysis is a discovery from psychology that says the more choices we have, the more likely we are to freeze and move forward with the path of least resistance. Here's a simple study: in a grocery store, there was a table where customers could sample 24 different types of jams. It was a great success. Another day, there was a similar table with only 6 types of jams. It wasn't that popular. But here's the twist: when they counted how many jars of jam sold, the table with only 6 jams passed the one with 24 jams 10 to 1. When you have 24 options, it's too hard to choose. This is decision-making paralysis. Think about the tensions in your company that could cause decision-making paralysis. Trust me, they are much worse than the choice between strawberry jam and boysenberry: you have trade-offs between serving customers and minimizing costs. Revenue growth compared to maximizing profitability. Product quality compared to into market speed. Fold up many of these tensions and you have an infallible recipe for paralysis. So, what are you doing? Be simple. I met a guy named Hoover Adams who

founded the Dunn Daily Record, Dunn's local newspaper in North Carolina. It is one of the most successful newspapers in the country: on average, each family buys 1.12 copies of the Daily Record. Apparently some couples have difficulty sharing. So I asked Adams what his secret was, and he said he had had the same strategy for 40 years. It boiled down to three things: names, names and names. He meant that, every day, he asks for his staff to present as many of Dunn's people as possible. Adams will literally flip the paper and count the names. And his point is, look, we can't compete with USA Today or the Washington Post. What we can do that no one else can do is tell you what your neighbors are doing. So if you're a publisher choosing between a beautiful photo of the local park at sunset or a really boring of 9 people around a conference room table, which one will you post? The boring one, because it allows you to mention nine names in the caption. With the mantra names, names, names, names, Hoover Adams is helping his people make decisions in the same way would have done. And that's the value of simplicity: it helps break the decision-making paralysis that your employees face and ensure that everyone is rowing in the same direction. Read more about this topic: Start here, with the column my brother and I wrote about making your strategy simple enough to use. For more information, see the Simple chapter of Made to Stick: includes the full dunn daily record story (names, names, names). We also wrote a free piece called Talking Strategy, which discusses the importance of clear internal strategic communication. To learn more about decision paralysis, check out Barry Schwarz's excellent book The Paradox of Choice. Sheena Iyengar of Columbia is the pioneer of decision-making paralysis research. This classic celebrated its 150th anniversary of publication in 2018. With a new film adaptation coming out this month, let's look at how various film versions of Little Women have been modified to fit the times. By Oisín Curran Podcast: Download (Duration: 1:02 - 1.4MB) Subscribe: Android | Rss Anchor lead: You can reduce your chances of both Covid-19 and flu, Elizabeth Tracey reports getting both Sars-CoV2 and the flu, called coinfection, sounds like a nightmare, but based on previous experience with respiratory viruses it is possible. Aaron Milstone, an infectious disease expert at Johns Hopkins, says there are several steps you can take to avoid such an outcome. Milstone: We really want to encourage everyone to get the flu vaccine to avoid that case where someone could be involved with both the flu and Covid-19. So this is a particularly important year to protect people from the flu. The Sars-CoV2 virus is similar to influenza as we think it spreads mainly through droplets. Interventions that we put in place, things like masking, distancing, hand washing, cough labeling practice, are things that will help the primary spread of both viruses. :30 Milstone notes that in the southern hemisphere, where they have already had their flu season, these interventions have helped keep flu infections very low. At Johns Hopkins, I'm Elizabeth Tracey. Labeled as: COVID-19 Brilliant strategies are useless without competent and consistent execution across the organization. Effective hiring is not an accident: there is quite a bit of thought behind it. Get tips and plans to help you develop your hiring strategies. Flattening the curve is a popular rallying cry to mobilize people against the spread of COVID-19. There's another curve that leads... If you're a recruiter in a large scale organization, you're probably - or soon you will be - to find... Imagine you've just been tasked with building your company's sales team. Hiring a big seller is something you have probabl... Your careers page is your personal step for candidates. It's a place to show job seekers why your company is attractive and... Interview scorecards are the basis of effective structured interviews. They allow to take notes on candidat... When a new hire turns out to be a basic employee, both the recruiter and hiring manager can caress each other on the back to... Refined recruitment processes are efficient, productive and enjoyable for both candidates and hiring teams. Here are some ways to... The current covid-19 socio-economic crisis is forcing business leaders around the world to take swift action to respond to... Creative recruitment strategies help you overcome traditional hiring methods and stand out from the competition. From the experiment... With 38 million job applications in the United States in the last nine weeks, it would seem that the COVID-19 pandemic has erased all... Call it psychological, New York Governor Albert Cuomo told a New York Times reporter about his notoriously harsh communication... One of the frustrating realities of living and operating through a crisis is the knowledge that there's only so much you can... D...

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