

## Learning Block 2

8,100 words



### S 5: Aligning around the question, “What is strategy?”

This alignment includes (1) understanding the sources of strategic positioning; (2) needing to make trade-offs and choosing what not to do; and (3) creating a “fit” in ways that the company’s activities interact and reinforce each other. This grounding will avoid five all too common mistakes about strategy development.



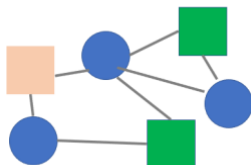
### S 6: Creating competitive advantage through differentiation

The insight to be gained here is how differentiation can arise from contrast (PayPal, Netflix), combination (almost everything Steve Jobs did), constraints (Tesla’s lack of a dealer network), and context (Intel Inside). The Accelerator offers a set of tools to creatively think in new ways when considering differentiation.



### S 7: Stress testing for completeness using Levels of Strategy

Levels of Strategy examines whether a strategy is complete and internally consistent. The process will reveal missing linkages between the big picture and operational details. It will identify gaps in important tactics. It will point to performance measurements masquerading as strategy. It will highlight the generic tactics and watered-down compromises that reflect an absence of tough trade-offs that characterize great strategies. It is a powerful tool to address breakdowns in execution before they can occur.



### S 8: Designing interconnections throughout the system

The Accelerator uses activity system maps to examine and strengthen strategic fit and better manage commitments across functional and organization units.



### S 9: Use metrics wisely

When properly constructed, metrics are an essential aspect of developing strategy and tracking implementation. However, they can also serve as a replacement for strategic thinking. We need to understand the tips and traps to using metrics wisely.

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