

# BE STRATEGIC MANIFESTO

Bouncing from one thing to the next with no rhyme or reason is for bumper cars at the carnival. Don't be a carny... be **STRATEGIC**.

---

Operational means running the same race as everyone else. **STRATEGIC** means running a different race — one you've designed to win.

Half of the tasks, meetings, and decisions you're involved in should be delegated to others. Yes. Half.

---

**Outthink to outperform**

---

Stop throwing the word "**STRATEGIC**" in front of other words just to make them sound more important. Be precise and ensure you have a common language for **STRATEGY**.

---

**The origin of "decision" means to cut off. What should you cut off from your time and attention? These are your trade-offs. They should be difficult to make. Make them anyway.**

---

A good plan answers two questions: 1) What are you trying to achieve? 2) How will you achieve it? Stop overcomplicating it. And if you don't have your plan in writing, you're less prepared for success than a Pee-Wee football coach.

Being **STRATEGIC** will not win you a popularity contest. In fact, it will tick people off: bosses, co-workers, and select customers. Get over it. Being **STRATEGIC** means having the guts to say no to requests that don't support your goals.

---

**STRATEGIC: Possessing insight that leads to advantage.**

---

Experience without expertise means nothing—zero, zip, zilch. Trees have experience being trees. Expertise is built on insights. Insights are the bridge from experience to expertise and **STRATEGIC** thinking is how we build that bridge of insights, day in and day out.

**Follow the norm = Mediocrity**

**Deviate from the norm = Excellence**

**Innovation:  
Creating  
new value.  
Insight:  
A learning  
that leads to  
new value. All  
innovation  
depends on  
insight.**

A **STRATEGIC** leader acts as a funnel for their people, regulating the flow of information and requests that reach them. Otherwise, they may as well be an order taker at a fast-food drive thru. Want fries with that?

**New growth comes  
from new thinking.**

**STRATEGY** should not be an annual event like a birthday where there's a lot of signage and fanfare and then it goes away for 11½ months. **STRATEGY** should be an ongoing dialogue to set direction.

**There is one person on  
a team that can make  
or break its success.  
Feed the former and  
jettison the latter.**

**There are times to build consensus and times for you  
alone to make the decision. Know which is which.**

**Think, plan, act. Most people do none  
of these. They simply react.**

**Compete means to strive to reach your potential.  
Win, lose or draw—the outcome is irrelevant.  
Did you compete today?**