

## DIY Strategy

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Making changes to your strategy is like making changes to your house. You rarely knock a house completely down and start over. But, you do at times make significant changes to it. You might extend the kitchen into the garden or convert a spare bedroom into a family entertainment centre. Similarly, in business, you rarely completely abandon your existing strategy and start afresh. But you do often make changes: entering a new geographic market, redesigning sales force territories, etc.

Today, many organisations have the skills to do much of this work themselves. And, they know they'll implement changes in their strategy more quickly and confidently if they've done the strategy work themselves, rather than having someone come in and do it for them. So, many of them have been trying a "DIY strategy" approach. They ask their own staff to do the sorts of work that other firms might hire a consulting firm to do.

But, with most DIY job, there are almost always a few things that are a bit tricky; a few places where having done it before can make a big difference. For work on your house, this might be cutting tiles for a difficult corner, or knowing what materials you need before you start (so you don't have to stop the job and run over to B&Q for something in the middle). For business strategy, it's more likely to be things like breaking free from current mindsets and approaches, dealing with incomplete and conflicting data sources, or having a realistic sense of how to scope a strategy project so it is manageable.

As a result, we've seen clients trying a "DIWY" approach, working with outside experts on a "do it with you" basis. This is aimed at enabling your staff to do the work themselves, but doing it to a professional standard. It involves providing them with appropriate tools and frameworks, showing them how to use these tools, ensuring that they plan the work properly, helping them to judge the quality and completeness of the work they are doing, and (occasionally) doing the most difficult bits for them. Done well, this combines the "we did it ourselves" benefits of speed, ownership, and pragmatism with the "we hired a professional" benefits of prior experience, quality and discipline.

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*MenKus & Associates is an innovative consulting firm that provides tailored solutions to difficult business problems. Our mission is to help business leaders reach their goals in highly challenging circumstances where traditional methods are ineffective and new approaches are needed.*