



Webinar

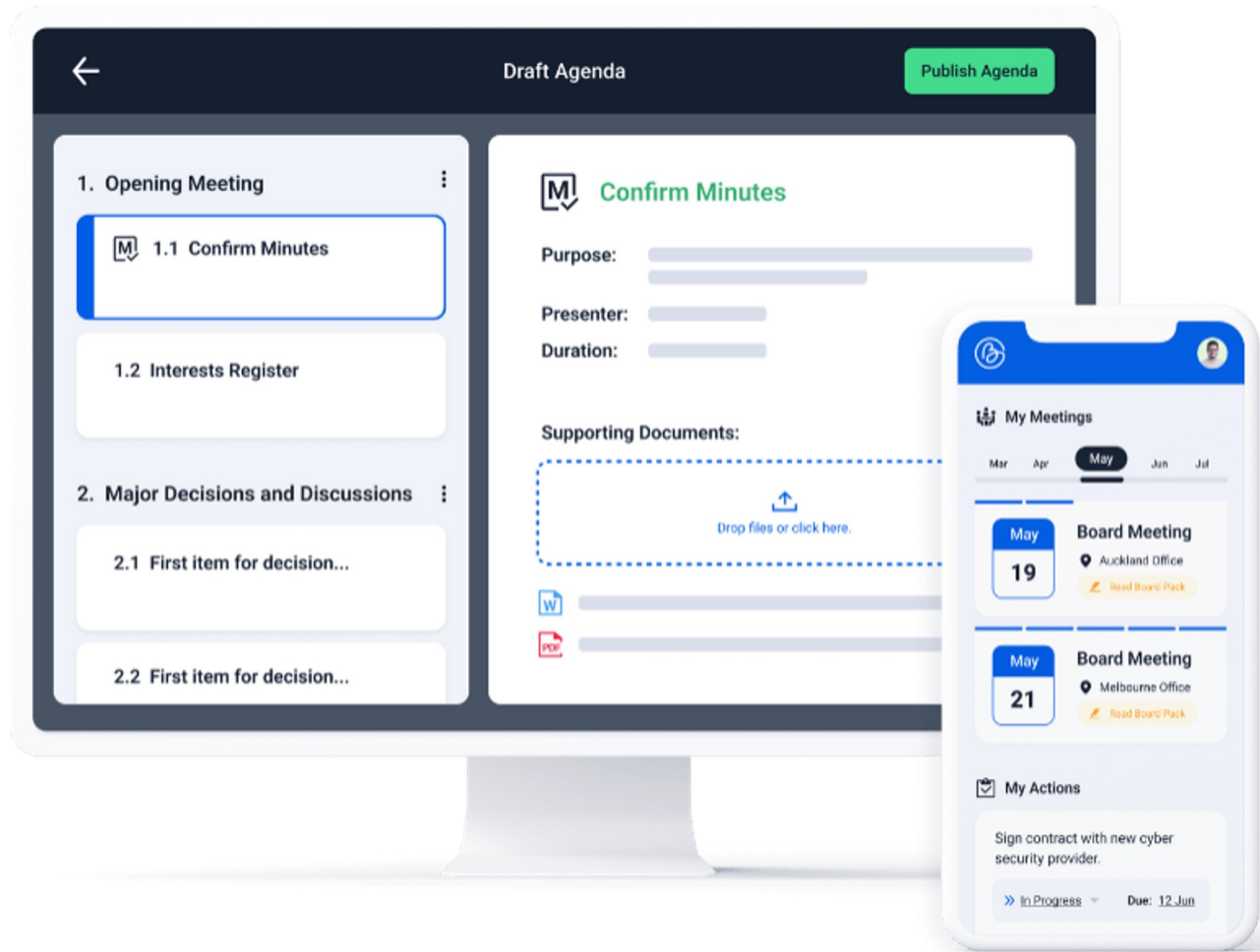
Open Strategy: Let's go beyond the board

With Special Guest Julia Hautz

Department of Strategic Management, Marketing and Tourism,
E-mail: julia.hautz@uibk.ac.at







**Making the fundamentals of
governance free and
easy to implement**



**Julia Rapp-
Hautz**

Professor
**University of
Innsbruck, Austria**



Steven Bowman

Managing Director
Conscious Governance



Ben Stevens

Founder and CEO
Flipview

Let's go beyond the boards:

How to open up your strategy process



Julia Hautz | University of Innsbruck, Austria
University of Innsbruck

Department of Strategic Management, Marketing and Tourism,
E-mail: julia.hautz@uibk.ac.at

What is the percentage of companies that fail or stumble when there is disruption of their industry?

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What is the percentage of strategic initiatives that fail?

What is the percentage of companies that fail or stumble when there is disruption of their industry?

A horizontal bar chart with a white bar on a black background. The bar is positioned to the right of the first question. The percentage '69%' is written in large, bold, black font inside the white bar.

69%

What is the percentage of strategic initiatives that fail?

What is the percentage of companies that fail or stumble when there is disruption of their industry?

69%

What is the percentage of strategic initiatives that fail?

50 - 90%



Pathologies of strategy making

- ❑ **Biases and groupthink**
- ❑ **Isomorphism**
- ❑ **Lack of cross-fertilization and recombinant growth**
- ❑ **Lack of psychological ownership**

“actively involving a wide group of diverse actors outside of the executive team, in your strategy process”





CITY SPEED LIMIT
25
ENFORCEMENT ZONE

NYPD
SECURITY CAMERA



BARCLAYS CENTER

FARE REQUIRED

Miss It Worth It?

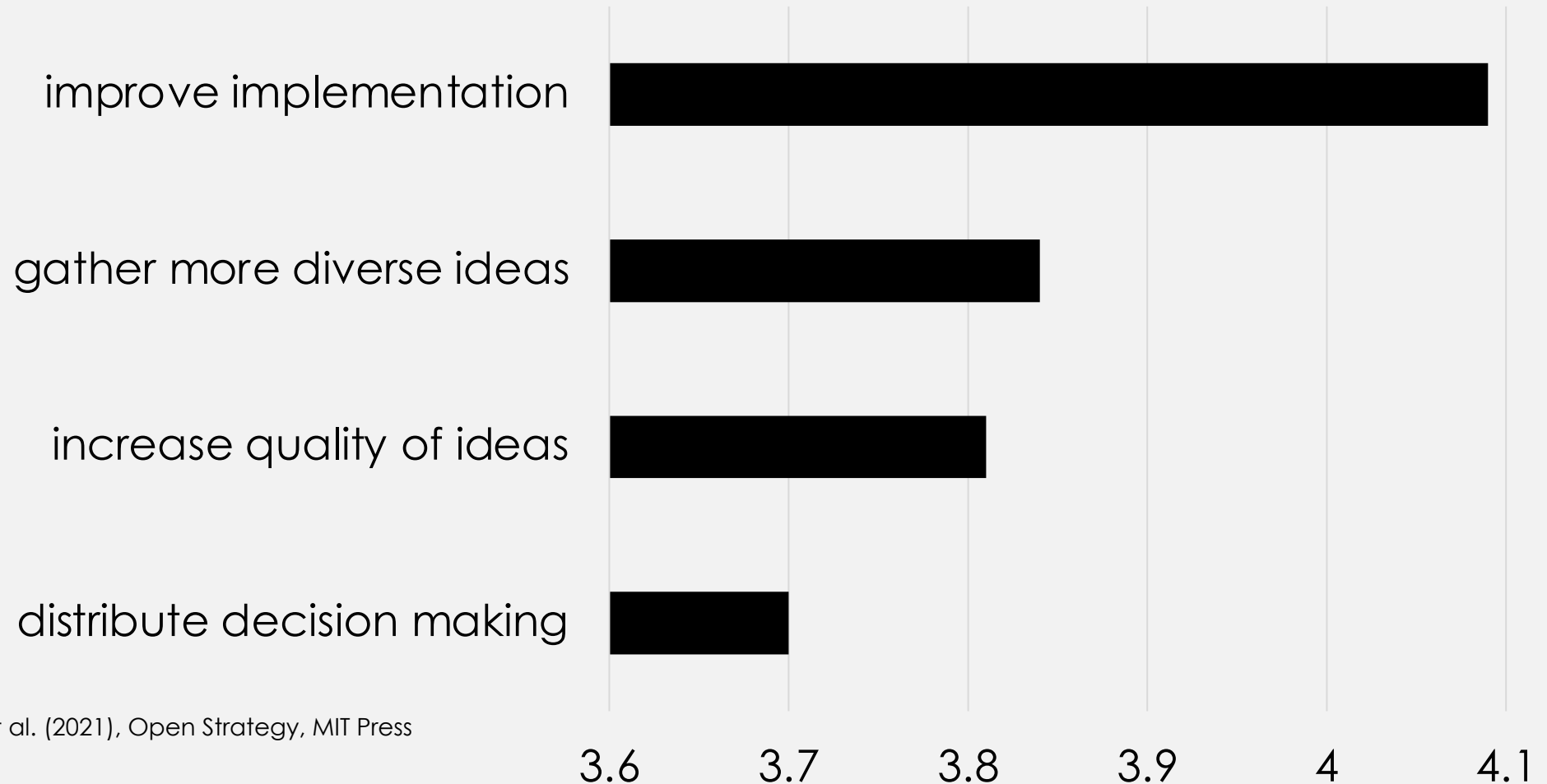
**Don't just open up
– plan carefully**

3 Questions:

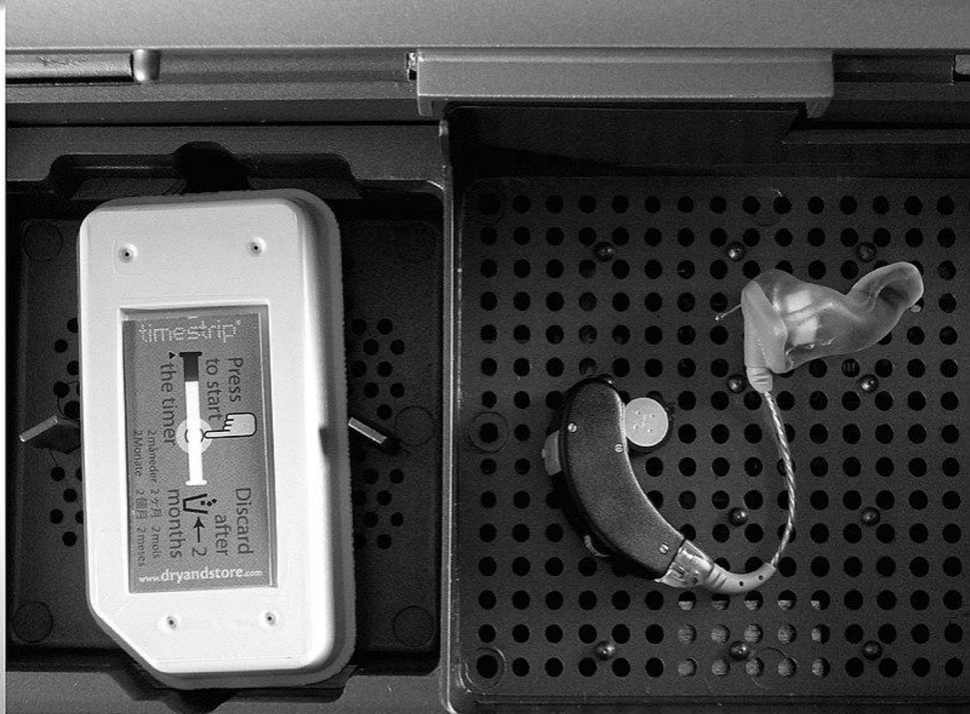
1. **WHY** do you open up your strategy?
2. **WHO** should be involved?
3. **HOW** will you involve people?

Why do you open up your strategy?

(score 0-5)



Source: Stadler et al. (2021), Open Strategy, MIT Press



Hearing Aids: Who is the Disruptor?



Open Strategy @ WS Audiology:

24 Internals, 12 External (e.g., MIT, Infineon, IBM Watson, Intel, Sennheiser, etc.)

Analog Workshops

- + complex issues can be discussed in detail, more control
- less ideas, diversity needs to be managed, less broad mobilization

Digital Crowds

- + more ideas, more diversity, increased mobilization
- increased complexity, less control and joint understanding

2009: autonomous use by employees - no management

2013: gradually opened up Executive Summit

2015: 125,000 employees: pre-summit online discussion

2018: comment during broadcast of summit

2019: big strategic turnaround based on crowd input

- **understanding**
- **commitment**
- **ownership**

... they **internalize** and adopt the strategies and work on them with **real commitment**. It has a very **positive impact on strategy knowledge and strategy implementation** because **people feel part of it.** Luz Rodrigo Martorell, enterprise social strategist,

**Are YOU ready for
open strategy?**

<https://openstrategy.info/survey/>





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Masterclass Schedule

<https://www.boardpro.com/resource-centre/webinars>

 BoardPro


Masterclass

How to write better board papers

12th, 13th, 14th & 15th December 2023
4 X 60 MINUTE LIVE SESSIONS
10:00AM AEDT | 12:00PM NZDT

With Julie Garland McLellan




 BoardPro


Masterclass

How to be and think strategic

1st, 4th & 14th February 2024
3 X 90 MINUTE LIVE SESSIONS
11:00AM AEDT | 1:00PM NZDT

With Steven Bowman




 BoardPro


Masterclass

Creating a winning board resume

Wednesdays 21st & 28th Feb & 6th March 2024
3 X 60 MINUTE LIVE SESSIONS
9:30AM AEDT | 11:30AM NZDT

With Lisa Cook




 BoardPro

Masterclass

How to be a great board chair

February 1 | 15 and March 8 - 2024
3 X 90 MINUTE LIVE SESSIONS
9:00AM AEDT | 11:00PM NZDT

With Giselle McLachlan





**Harvard
Business
Review**

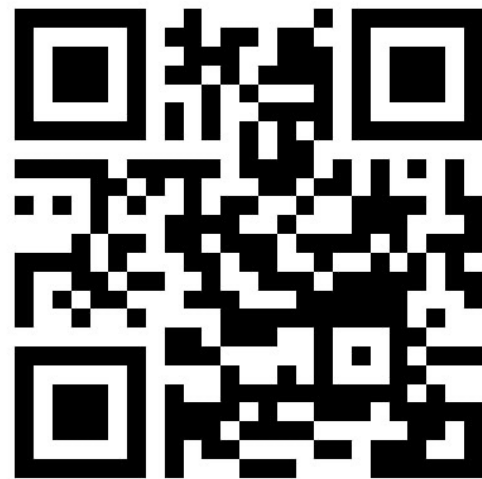
MIT Sloan
Management Review

A User's Guide to Open Strategy

<https://hbr.org/2021/11/balancing-open-innovation-with-protecting-ip>

Open Up Your Strategy

<https://sloanreview.mit.edu/article/open-up-your-strategy/>



Thank you!

www.openstrategy.info

