KEYNOTE SPEAKER
TIM HARFORD

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THE ART OF ADAPTING

BY TIM HARFORD

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‘THE PLAN MEANS NOTHING. IT’S THE PLANNING THAT COUNTS’
PASSION

CAPABILITY

CLIENT

BUILDING A STRATEGY

07/06/2018
By the end of the 1990s the British music company HMV was on top of the world. Its business model—operating Main Street stores in which customers could browse through a wide collection and listen to tracks with an in-store headset before they decided whether to buy a CD—had delivered the company an enviable 40% market share in Britain.

HMV’s rise started with the pop music revolution of the 1960s, when the company began expanding its retail operations in London. It doubled in size in the 1970s and had established...
INITIAL AH (UG 50 & 51) ENGAGEMENT REPORTED 27 X EF KIA AND 25 X EF WIA

ENEMY MOR FIRING POINT 2
ENEMY MOR FIRING POINT 1

CONCENTRATION OF ENEMY ACTIVITY

SECOND AH (UG 51) ENGAGEMENT 15 X EF KIA

EN EXTRACTION ROUTE TRACKED BY PREDATOR AND GE

CONCENTRATION OF ENEMY ACTIVITY

DIRECTION OF INITIAL ENEMY ATTACK

07/06/2018
PRESSURE TEST PLANS

Control team capture lessons, issues for future development and risks

Control team collate responses and guide Blue team on issues to focus on

07/06/2018
GARY KLEIN’S ‘PRE-MORTEM’ CONCEPT

1. Preparation
2. Imagine a fiasco
3. Generate reasons for failure
4. Consolidate the lists
5. Revisit the plan
6. Periodic Review
“Tell me and I’ll forget. Show me and I may remember. Involve me and I’ll understand”

Chinese Proverb
BRENT DECOM
WARGAMING IN ACTION

“The plan means nothing, it’s the planning that counts”

Chris Paton
Players in the scenario?

- Senior Leaders
- Existing Client
- Competitors
- New Clients
- Media
- Existing Suppliers
- New Suppliers
- Bank
- Logistics
- HR
- Operations
- Marketing
- Sales
- Finance

07/06/2018
Running Solutions at the ecosystem
Red Teaming

Scenario Planning

Game Theory

Modelling

Brainstorming

Wargaming
Creating the Bubble
THE BENEFITS

• Improve foresight & identify knowledge gaps
• Increase certainty and confidence
• Bring decisions forward & improve tempo
• Greater understanding of all stakeholders
• Focused contingency planning, not spread betting
• Agile organisations
Questions for you!

• How do I currently gain foresight & identify likely gaps?
• How effective is that process? Or is it ad hoc?
• What do I do well in predicting future trends?
• How can I maximize that?
• Do I allow my teams to critique and challenge plans?
• How comfortable am I with giving my teams the opportunity to challenge our thinking?
• What other pressure testing techniques have I seen?
Wargaming knocks brainstorming off its pedestal in business planning

1 JUN 2017

Military wargaming for corporates is the new ‘brainstorming’. Here’s why.

In an idea-based business ecosystem, staying ahead of competition isn’t just an advantage; it’s a matter of survival. But for nearly two decades, organisations have been playing a strategy game called wargaming.

Wargaming is a simulation-based technique that exposes executives to the future. By scripting endless business scenarios, it replaces the thought process that can lead to massive failures. This form of gaming has the potential to improve critical-thinking and decision-making.

Wargaming can be a way to test out ideas and solutions before they are fully implemented. By allowing individuals to simulate situations, they can gain a better understanding of the potential outcomes of different decisions. This can lead to better-informed decisions and improved outcomes.

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