

MAY 8, 2024



# Unveiling your strategy's blindspots





**Laura Blackmore**



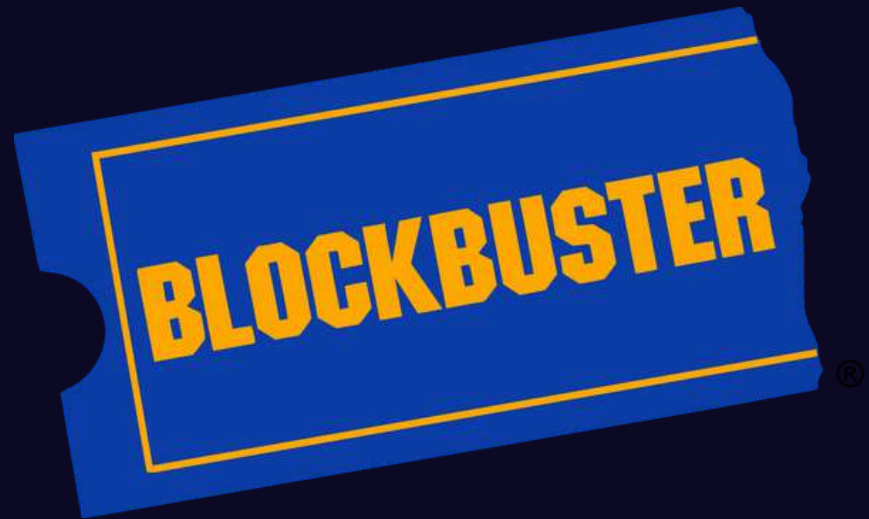
**Miriam Lesa**

**Sometimes blindspots may  
work out in your favour**

**“Trade shows? I didn’t know I was supposed to  
use trade shows. Thank God I didn’t know that!”**

**Sara Blakely**  
Spanx Founder

**And other times they might not..**



**5 elements that could lead  
to your strategy's blindspot.  
And what to do about it?**

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## Lack of focus

### What does it look like



- Lack of clarity
- Tunnel vision
- External factors

### What can you do about it



- Scenario planning
- Pre-mortem analysis
- SWOT analysis

Lack of

## Misalignment

### What does it look like



- Gap between strategy and operational execution
- Prioritization of individual goals
- Inadequate resource allocation

### What can you do about it



- Transparency of strategic plans
- Involvement across departments in execution
- Prioritization frameworks

Lack of Misalign

Lack of accountability

## What does it look like



- Lack of ownership of projects or KPI's
- Too many KPI's or too detailed KPI's
- Co-owners

## What can you do about it



- Single ownership
- Differentiate between primary and secondary KPI's
- Fostering regular progress updates



Lack of

Misalignment

Lack of a

**Ineffective Communication**

## What does it look like



- Isolated decision-making
- Resistance to change
- Low morale

## What can you do about it



- Communicate often, share progress
- Utilize a “one source of truth” platform for visibility
- Foster feedback culture

Lack of focus  
Misalignment  
Lack of accountability  
Ineffective

**Overreliance on assumptions**

## What does it look like



- Lack of insights
- Invalid assumptions
- Slow decision-making

## What can you do about it



- High quality insights
- Regular reporting cadences
- Outcome focused meetings

**Lack of accountability**

**Misalignment**

**Ineffective Communication**

**Lack of focus**

**Overreliance on assumptions**

**Accountability**

**Alignment**

**Visibility**

**Focus**

**Speed**

Let's look at ways  
to **identify** your  
strategy's blindspots

Invite in **different** *perspectives*



Invite in **different** *perspectives*

Have **regular** reflection meetings



Invite in **different** *perspectives*

Have **regular** reflection meetings

**Assess** your strategy now



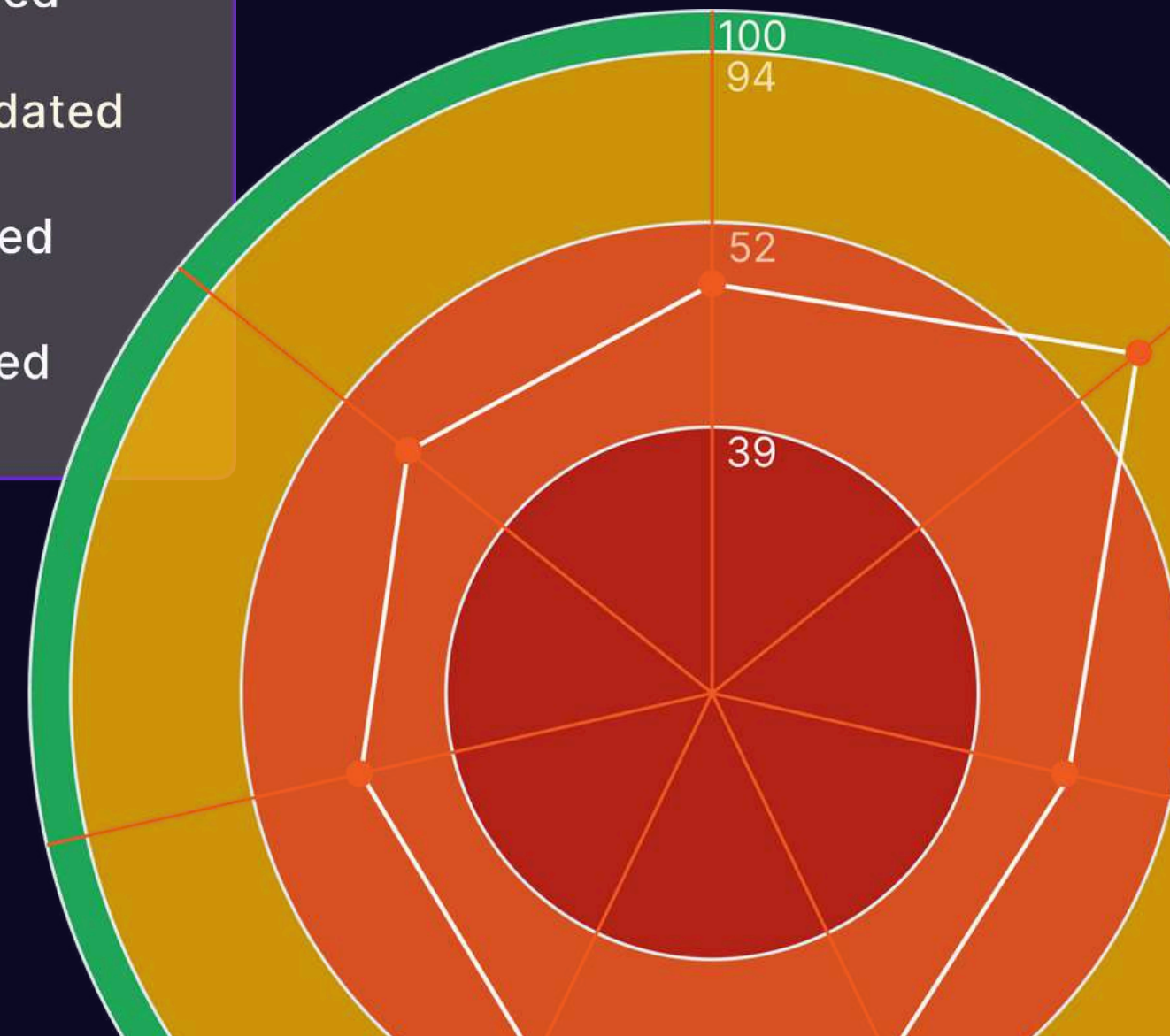


Assess your strategy **now**

# Free Strategy Maturity Assessment

- Embedded
- Consolidated
- Organized
- Dispersed

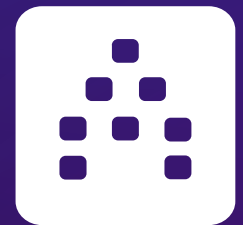
 strategy  
tools



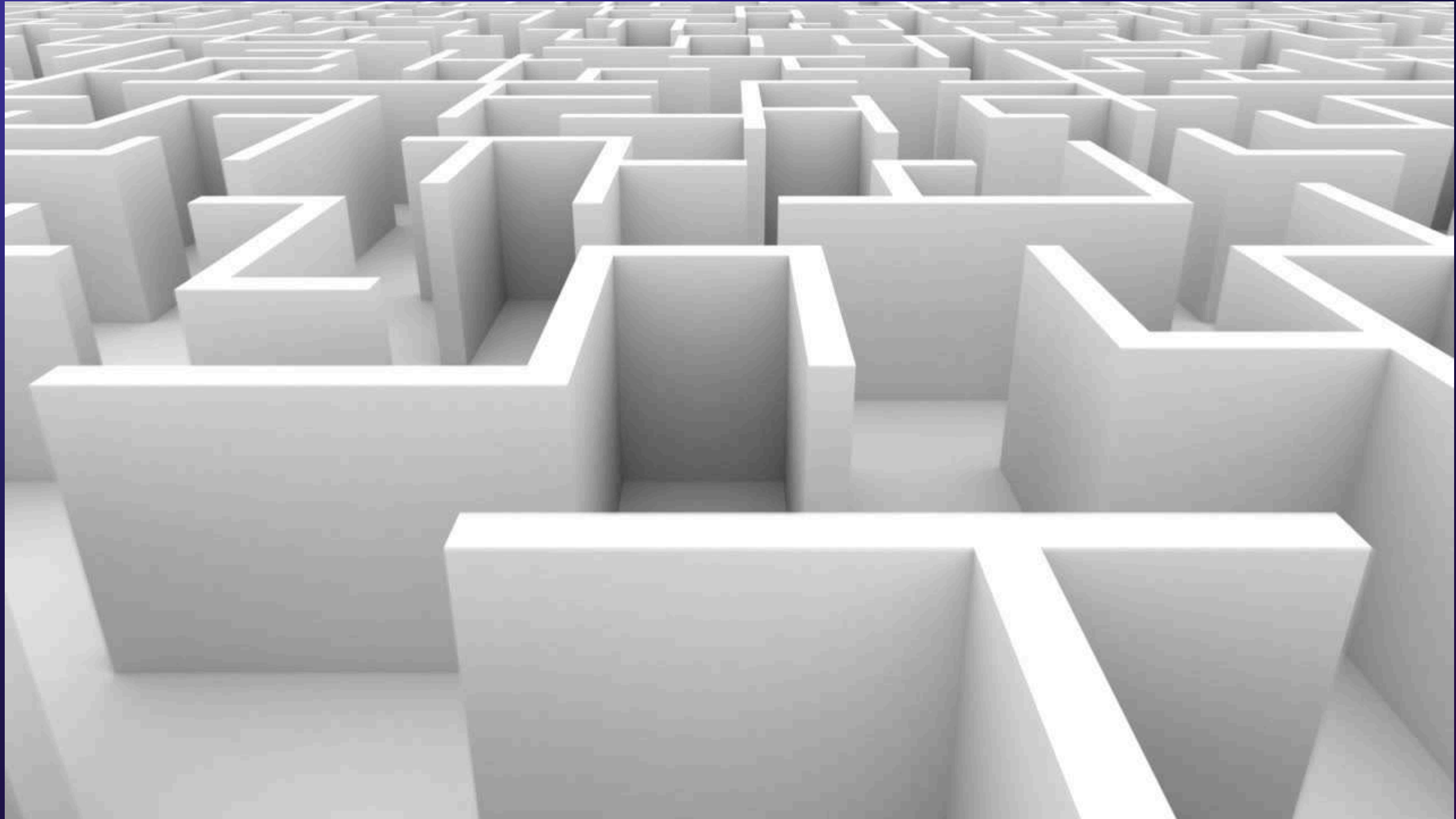


**Bec Lee**

TRANSFORM THE WAY  
YOU DO STRATEGY.



**cascade**









# Is your strategy full of blindspots?

### REVENUE

Account Group	Account	01/2022	02/2022	03/2022	04/2022	05/2022	06/2022
Revenue	Revenue - Manufactured Materials	\$120,000	\$108,000	\$96,000	\$102,000	\$108,000	\$110,400
	Revenue - Plastics	\$240,000	\$216,000	\$120,000	\$132,000	\$134,400	\$138,000
	Revenue - Recycled Materials	\$100,000	\$110,000	\$110,000	\$100,000	\$100,000	\$100,000
<b>Revenue Total</b>		<b>\$460,000</b>	<b>\$434,000</b>	<b>\$326,000</b>	<b>\$334,000</b>	<b>\$342,400</b>	<b>\$348,400</b>

### EXPENSES

Account Group	Account	01/2022	02/2022	03/2022	04/2022	05/2022	06/2022
COGS	Beginning Inventory	\$70,000	\$60,000	\$50,000	\$52,000	\$52,000	\$52,000
	Cost of Direct Labor	\$15,000	\$10,000	\$30,000	\$31,000	\$33,000	\$34,000
	Ending Inventory	-\$20,000	-\$18,000	-\$25,000	-\$24,000	-\$25,000	-\$25,000
	Overhead Manufacturing Cost	\$20,000	\$18,000	\$25,000	\$24,000	\$25,000	\$25,000
	Purchase (\$)	\$50,000	\$40,000	\$40,000	\$41,000	\$43,000	\$44,000
<b>COGS Total</b>		<b>\$75,000</b>	<b>\$60,000</b>	<b>\$80,000</b>	<b>\$82,000</b>	<b>\$85,000</b>	<b>\$90,000</b>
Non Operating Expense		\$7,700	\$9,100	\$8,700	\$8,000	\$9,400	\$9,000

### CA ANZ Strategic Plan – Difference Makers

OUR PURPOSE: We support our members to make a difference in the communities in which they work and live. We are committed to advancing the profession through high ethical standards, delivering world class services and education and advocating for the public good.

KEY PILLARS: World class member experience, Our brand and influence, Sustainable profession and professional body, Digital transformation and delivery, A culture of Difference Makers.

FOCUS AREAS: Understanding our members' needs, Learning & engagement, Career & development, Privacy, regulatory and compliance, Enhancing the CA experience, Honesty & integrity, Sustainable "recycling" model, Enhanced governance & assurance, Getting the foundation right, Digital experience, Digital team experience, Organizational agility & flexibility, Putting our potential to work, Inclusion & diverse culture.

INITIATIVES: Member insights, Bold, visible advocacy and thought leadership, Sourcing the talent of the future, IT foundations, Integrated talent management, Multi-channel engagement strategy, Market-leading professional standards and conduct, Future membership programs and pathways, Data strategy and architecture, Leadership, Tailored professional development, Difference Makers, Adaptive organisation, Data, business intelligence & analytics, Workplace flexibility, Relevant member support, Digital newsroom, Sustainability, Digital capability and culture, Inclusion and diversity strategy, Personalised engagement model, Enhanced assurance, Seamless digital experience platform, Wellbeing strategy, Best practice governance, Personalised user experience.

OUR CHARTER: Membership Body, Advocacy, Regulator, Tertiary Provider. OUR VALUES: Collaborate, Integrity, Diversity, Accountability, Grow.

### Corresponding Connections - FP&O

Account Group	Account	01/2022	02/2022	03/2022	04/2022	05/2022	06/2022
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Year	2009	2010	2011
Revenue	\$18,840	\$17,628	\$16,368
COGS	\$3,000	\$3,972	\$3,588
Net Income	\$15,840	\$13,656	\$12,780

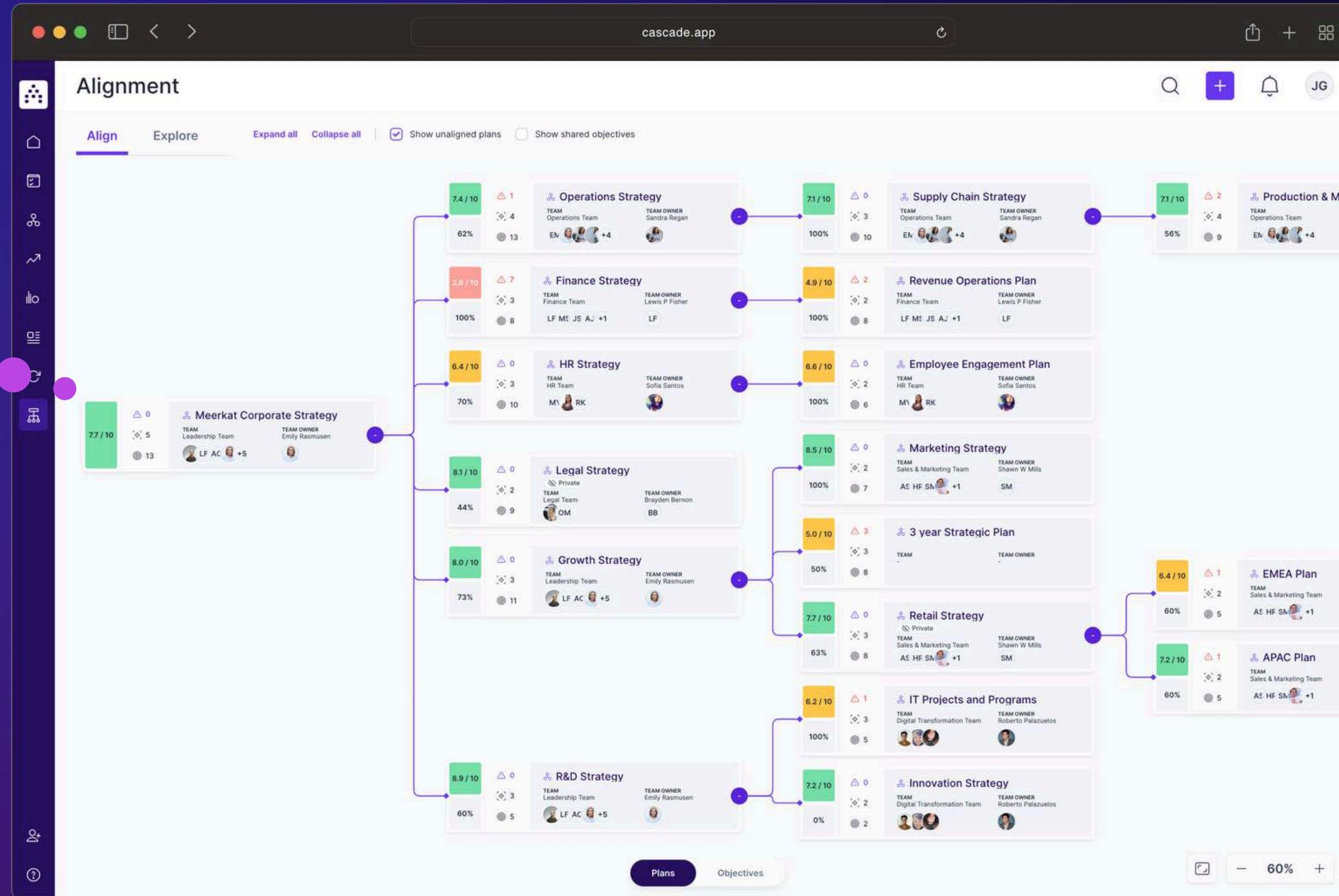
### Contoso Environmental Clearance

Flowchart: Notice of Intent -> Proposed Action -> Decision Memo.

Comments: Filip Safranek: Coralie, can you reviv want to get her depa

Support, Inclusivity, Sustainability and Compliance icons.





**No more slow decision-making.**



No more slow decision-making.

**No more working in silos.**

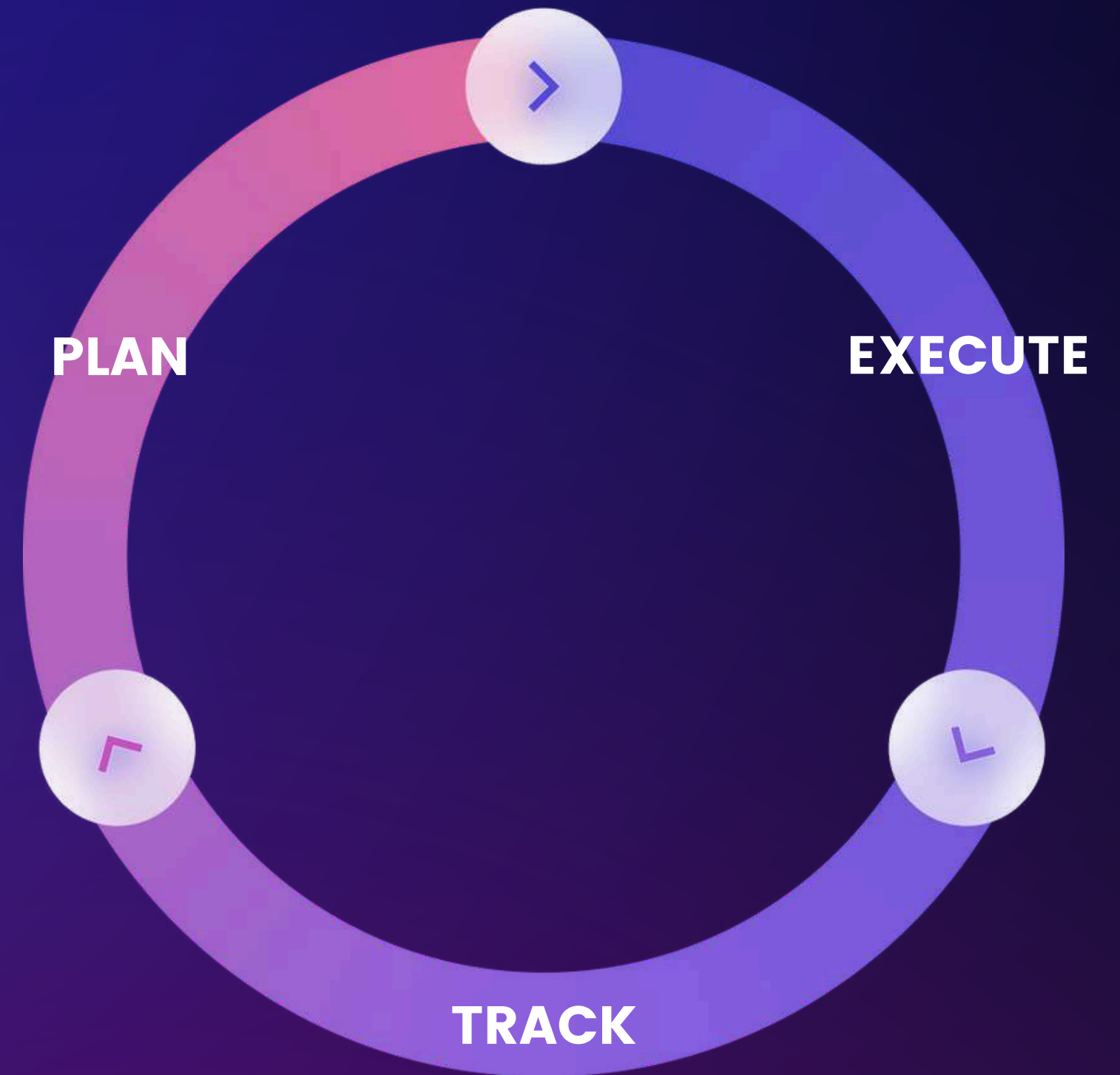
No more slow decision-making.

No more working in silos.

**No more wasted time.**

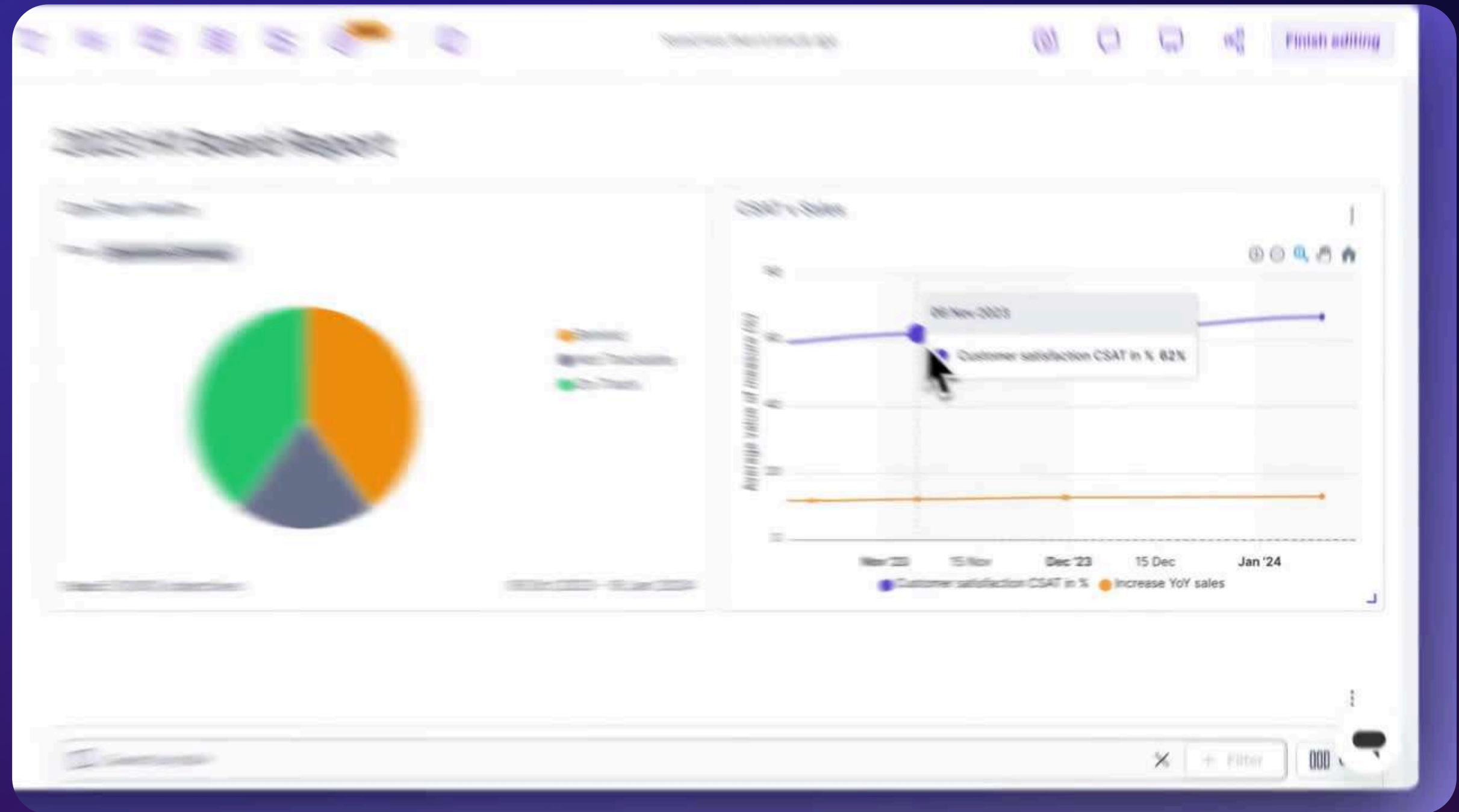
PLAN · EXECUTE · TRACK

**Accelerate with  
Cascade's simple  
but powerful  
formula.**





# TRACK



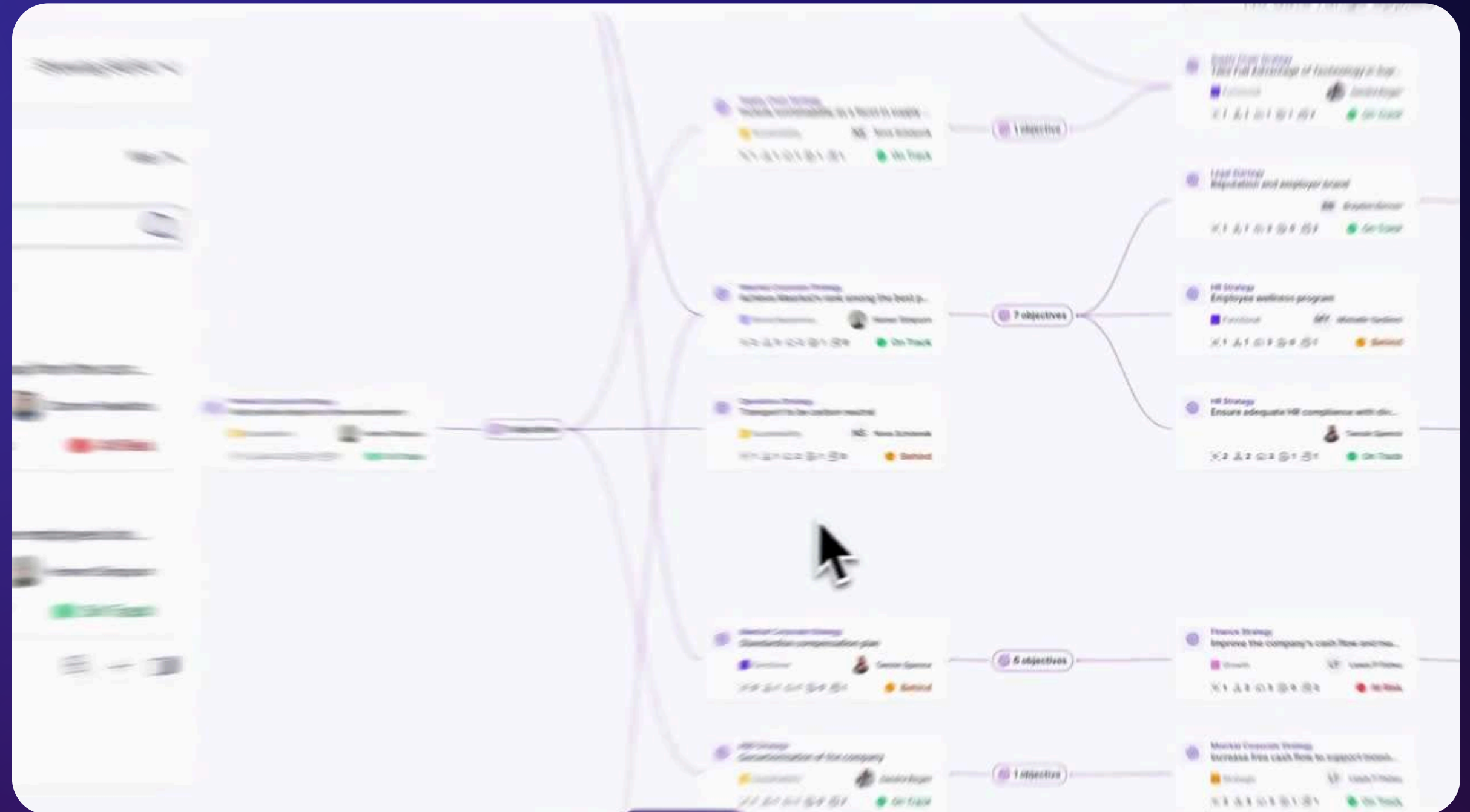
# PLAN

The screenshot displays a software interface for managing a plan. On the left is a dark vertical sidebar with several icons: a square, a calendar, a network diagram, a line graph, a list, a refresh symbol, and a gear. The main content area is white and titled "Plan details" with a "Reorder plan" button. Below the title are three plan items, each with a target icon and a status indicator:

- Sustainability** (Operational) - Indicated by a blue square.
- Tech Transformation** (Transformation) - Indicated by a yellow square.
- Modernize and streamline processes at all plant locations** (Operational) - Indicated by a green square.

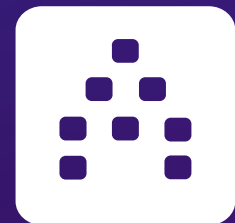
A mouse cursor is hovering over the "Modernize and streamline processes at all plant locations" item. Below this item is a plus sign icon and another item partially visible: "Use technology to improve delivery efficiency" (Operational).

# EXECUTE





**Book a demo**



**cascade**

90% OF STRATEGIES FAIL  
BE PART OF THE 10%





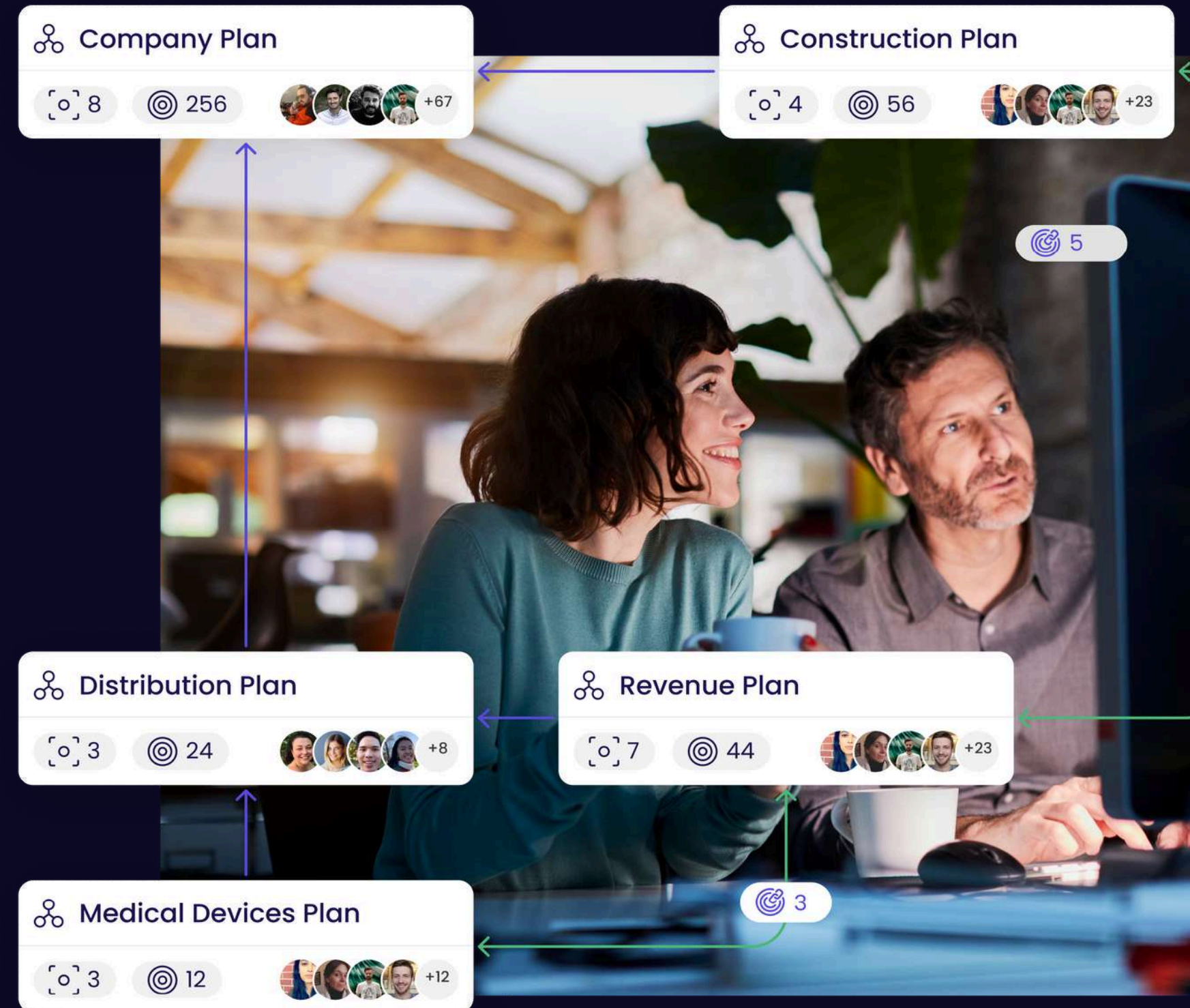
**Q & A**

Audience question:

**How confident are you that you will  
achieve what you have set out to  
achieve by end of 2024?**

# Let's do this!

Happy Cascading!



Hide alignment

Go to plan