MAHAFZAH VOLUME 1



The Transformation Team Toolkit

11 tools a transformation team works with. Drawn simply, shown with Gulf examples, with a team canvas for each.

- 45 pages
- Arabic and English
- Free



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Eleven tools, six jobs

Start from the job in front of you, then pick the tool. Not sure? “Which tool do I need?” on p. 33 starts from your question.

Think
Structure the problem

- 01 MECE Issue Tree · p. 4

Scan
Read the outside world

- 02 PESTLE Scan · p. 7
- 03 Five Forces · p. 9
- 04 Market Sizing · p. 11

Assess
Judge where you stand

- 05 SWOT to TOWS · p. 14
- 06 VRIO · p. 16

Choose
Decide where to put effort

- 07 BCG Matrix · p. 19
- 08 Ansoff Matrix · p. 21
- 09 Impact–Effort · p. 23

Align
Make the organisation move together

- 10 7S Model · p. 26

Communicate
Land the message

- 11 SCQA Storyline · p. 29

How every chapter works

First page: what the tool does, when to use it, how to run it.

Second page: see it drawn, with a Gulf example and the so-what.

Examples are illustrative scenarios, not client data. A blank team canvas for every tool: pages 34–44.

PART 1

Think

Before you solve it, cut it into pieces you can test.



IN THIS PART

MECE Issue Tree
Break any messy problem into pieces you can solve: nothing missed, nothing counted twice. **p. 4**

01 THINK

MECE Issue Tree

Break any messy problem into pieces you can solve: nothing missed, nothing counted twice.



ORIGIN MECE: Barbara Minto, McKinsey, late 1960s. Issue trees: common consulting practice

Use it when

- The problem is big and vague
- A team needs to split the work
- You must show you covered everything

Skip it when

- The answer is already known
- The question is a simple yes or no

Run it in four steps

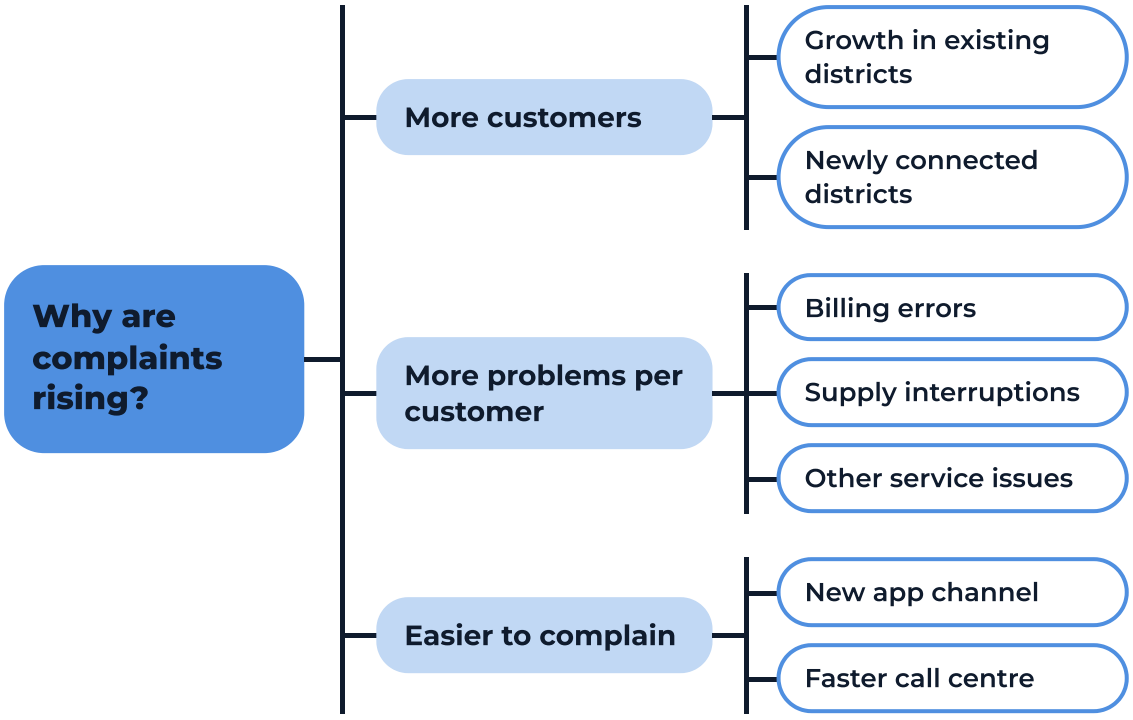
1. Write the one question you must answer
2. Split it into 2–4 branches that do not overlap
3. Check the branches add up to the whole
4. Keep splitting until each leaf can be tested with data

WATCH OUT Branches that sound different but overlap, like ‘cost’ and ‘efficiency’. Test: could one item sit in two branches?

DID YOU KNOW **MECE stands for Mutually Exclusive, Collectively Exhaustive: no overlaps, no gaps.**

01 SEE IT MECE Issue Tree

Part of the rise in complaints is good news



GULF EXAMPLE · ILLUSTRATIVE

A telecom operator asks why customer complaints are rising.

SO WHAT **Watch the third branch: part of the rise may be good news. Customers finally have an easy way to speak.**

Related tools SCQA Storyline · p. 29 Impact–Effort · p. 23

Origin: MECE: Barbara Minto, McKinsey, late 1960s. Issue trees: common consulting practice

PART 2

Scan

Read the weather before you set sail.



IN THIS PART

PESTLE Scan
See the outside forces that will help or hurt your plan before they surprise you. **p. 7**

Porter's Five Forces
Find out why an industry makes money, or doesn't, before you put yours in. **p. 9**

Market Sizing: TAM, SAM, SOM
Know how big the prize really is, and how much of it you can actually win. **p. 11**

02 SCAN

PESTLE Scan

See the outside forces that will help or hurt your plan before they surprise you.



ORIGIN Grew from Francis Aguilar's environmental scanning, 1967

✓ Use it when

- Entering a new market or sector
- Testing a long-term strategy
- Starting a risk register

✕ Skip it when

- You need an answer about one competitor
- The list will not change any decision

Run it in four steps

1. Collect trends under all six letters
2. Keep only those that touch your plan
3. Rate each by impact and likelihood
4. Turn the top three into actions or risks

WATCH OUT A long list with no 'so what'. Twenty trends and no decision is wallpaper.

MYTH VS REALITY

Myth: ~~PESTLE predicts the future.~~

Reality: It only lists the forces. You still decide which ones matter.

Policy opens the door; shoppers and automation set the terms

P POLITICAL

National push to become a logistics hub

E ECONOMIC

Online retail growing faster than stores

S SOCIAL

Young, mobile-first shoppers expect next-day delivery

T TECHNOLOGICAL

Warehouse automation and route software getting cheaper

L LEGAL

E-commerce and consumer-protection rules

E ENVIRONMENTAL

Summer heat and last-mile emissions

Highlighted tiles decide the plan

GULF EXAMPLE · ILLUSTRATIVE

A Saudi logistics firm weighs entering e-commerce fulfilment.

SO WHAT

Three forces decide it: national policy opens the door, shoppers set the service bar, automation sets the cost.

Related tools Five Forces · p. 9 SWOT to TOWS · p. 14

Origin: Grew from Francis Aguilar's environmental scanning, 1967

03 SCAN

Porter's Five Forces



Find out why an industry makes money, or doesn't, before you put yours in.

ORIGIN Michael Porter, Harvard Business Review, 1979

Use it when

- Judging whether a market is worth entering
- Explaining why margins are falling
- Setting a pricing or supplier strategy

Skip it when

- Analysing one company's internal issues
- A fast-shifting market with no clear borders

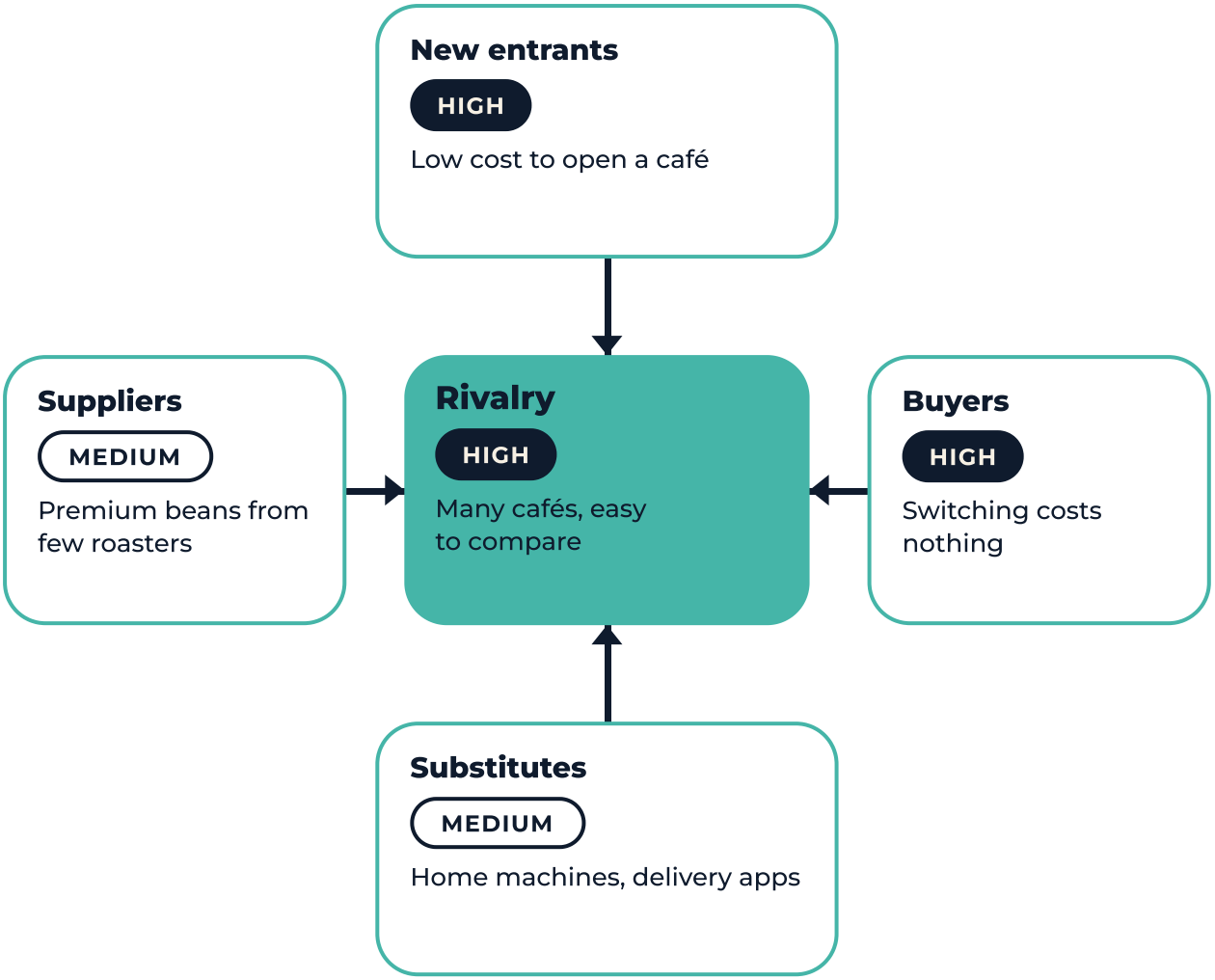
Run it in four steps

1. Define the industry tightly
2. Rate each force: low, medium or high
3. Name the one or two forces that squeeze profit
4. Decide how to soften or escape them

WATCH OUT Defining the industry too broadly. 'Food' tells you nothing; 'specialty coffee in Riyadh' tells you a lot.

DID YOU KNOW **In 2008 Porter added a twist: government and complements matter, but only through the five forces. There is no sixth force.**

In Riyadh coffee, buyers and rivals eat the margin: loyalty must earn it back



GULF EXAMPLE · ILLUSTRATIVE A new specialty coffee chain sizes up Riyadh.

SO WHAT **Profit has to come from loyalty: make the café a daily habit.**

Related tools PESTLE Scan · p. 7 VRIO · p. 16

Origin: Michael Porter, Harvard Business Review, 1979

04 SCAN

Market Sizing: TAM, SAM, SOM



Know how big the prize really is, and how much of it you can actually win.

ORIGIN Common venture and strategy practice; no single author

✓ Use it when

- Pitching a new product or market entry
- Testing a growth target
- Choosing which segment to attack

✕ Skip it when

- The decision does not depend on size (a mandated service)
- You need a sales forecast rather than a ceiling

Run it in four steps

1. Define the customer and the need in one line
2. TAM: how many have that need × what each spends a year (SAR)
3. SAM: the part your product, channels and licences can reach
4. SOM: build it bottom-up from customers you can name, then check it against SAM

WATCH OUT Trusting one direction only. '1% of a huge market' is not a plan. Build SOM from customers you can name, check it against SAM, and if the two differ by more than 2×, find out why.

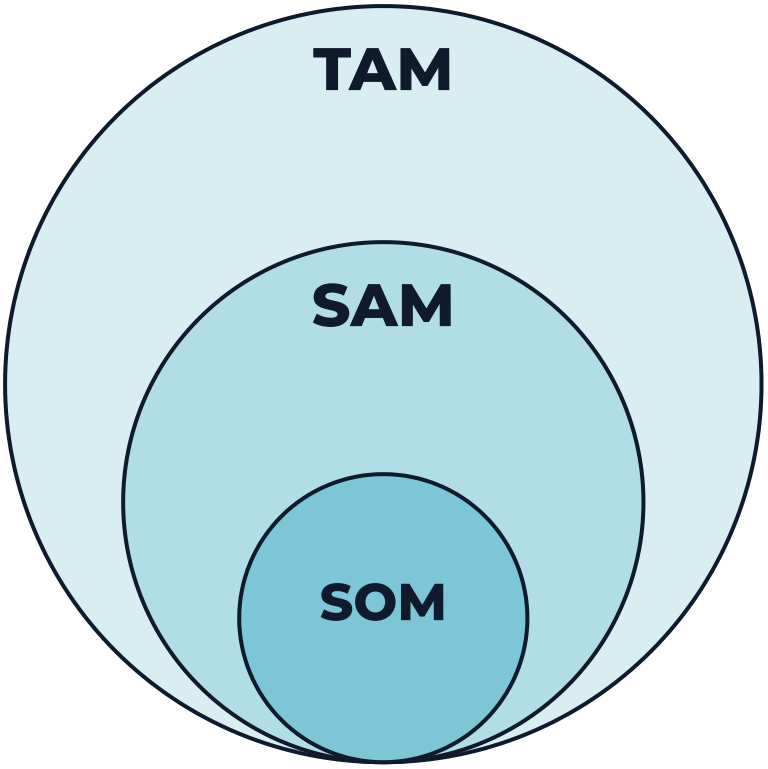
MYTH VS REALITY

Myth: ~~A big TAM means a big business.~~

Reality: Boards fund SOM. A small market you can win beats a huge one you can't reach.

The prize shrinks circle by circle to what you can win

NOT TO SCALE



- **TAM · Total addressable market** Employees of Saudi firms with 50+ staff × yearly wellness spend per employee (SAR)
- **SAM · Serviceable available market** The part of TAM in Riyadh, Jeddah and the Eastern Province that our app and team can serve (SAR)
- **SOM · Serviceable obtainable market** Revenue from firms our sales team can sign in three years, given win rate and capacity (SAR)

SOM sits inside SAM, and SAM inside TAM. All three in the same unit: SAR a year.

GULF EXAMPLE · ILLUSTRATIVE A Saudi start-up sizes a corporate wellness app.

SO WHAT **The board funds SOM. Show the customers you can name and the sales capacity behind them.**

Related tools Five Forces · p. 9 Ansoff Matrix · p. 21

Origin: Common venture and strategy practice; no single author

PART 3

Assess

Know what you really have, not what you hope you have.



IN THIS PART

SWOT to TOWS
Go beyond a four-box list: cross inside with outside to get four kinds of strategy. **p. 14**

VRIO
Test whether what you're proud of is a real, lasting advantage, or just what everyone has. **p. 16**

05 ASSESS

SWOT to TOWS

Go beyond a four-box list: cross inside with outside to get four kinds of strategy.



ORIGIN SWOT: 1960s planning practice (origin debated). TOWS: Heinz Weihrich, 1982; box labels ours

Use it when

- Kicking off a strategy workshop
- Summing up a diagnostic
- Aligning a leadership team quickly

Skip it when

- It would be your only analysis
- Items are opinions with no evidence

Run it in four steps

1. List strengths and weaknesses inside
2. List opportunities and threats outside
3. Cross them: S+O, W+O, S+T, W+T
4. Pick the two or three moves worth funding

WATCH OUT Putting ‘strong brand’ under Strengths with no proof. Ask: compared with whom, and who says so?

EXPERT TIP **Tag every item by its evidence: data, customer words, or opinion. Opinions don’t get funded.**

The retailer's first move uses what it already has

	OPPORTUNITIES	THREATS
Strengths	**SO** ATTACK Trusted name + online demand → launch our own app	**ST** DEFEND Prime locations vs discounters → upgrade the in-store experience
Weaknesses	**WO** BUILD Weak data + loyalty trend → build a customer data platform	**WT** RETRENCH Slow decisions + price wars → simplify the range

GULF EXAMPLE · ILLUSTRATIVE A family-owned retail group plans its next five years.

SO WHAT **Fund Attack and Build together: the app uses what you already have, but without customer data it will not last.**

Related tools VRIO · p. 16 | Impact–Effort · p. 23

Origin: SWOT: 1960s planning practice (origin debated). TOWS: Heinz Weihrich, 1982; box labels ours

06 ASSESS

VRIO

Test whether what you're proud of is a real, lasting advantage, or just what everyone has.



ORIGIN Jay Barney, 1991 (as VRIN); VRIO from 1995

✓ Use it when

- Checking claimed strengths
- Deciding what to protect or fund
- Before betting a strategy on a capability

✕ Skip it when

- Judging a whole company at once
- Resources you cannot describe clearly

Run it in four steps

1. Name one resource or capability
2. Ask the four questions in order
3. Stop at the first 'no': that is its level
4. Protect what passes all four; fix what fails at O

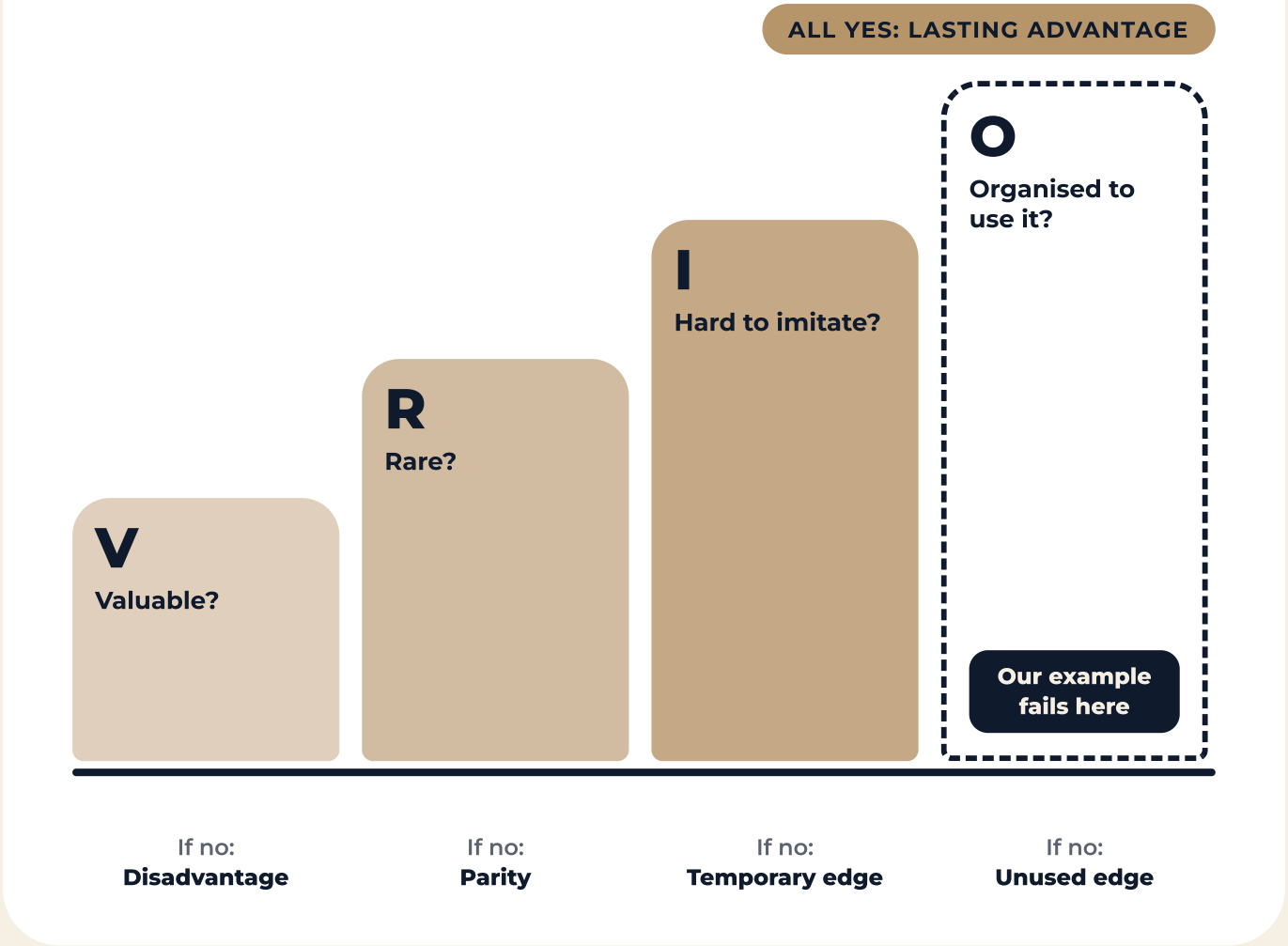
WATCH OUT Saying 'yes' to Rare because you're proud of it. If most rivals have it, or can buy it easily, it isn't rare.

MYTH VS REALITY

Myth: ~~'Our people are our advantage.'~~

Reality: Only if rivals can't hire people like them, and you are organised to use them.

The firm's know-how is real but unused: it fails at O



GULF EXAMPLE · ILLUSTRATIVE

A Saudi engineering firm tests its hospital-project know-how.

SO WHAT

Valuable, rare, hard to copy, but nothing captures lessons between projects. It fails at O. Fix knowledge management before hiring more experts.

Related tools SWOT to TOWS · p. 14 | Five Forces · p. 9

Origin: Jay Barney, 1991 (as VRIN); VRIO from 1995

PART 4

Choose

Choosing means saying no to good ideas.

IN THIS PART

BCG Growth-Share Matrix
Decide where money goes across many businesses: feed some, harvest others. p. 19

Ansoff Growth Matrix
Choose how to grow, and see how much risk each route carries. p. 21

Impact–Effort Matrix
From a long list of good ideas, find the few to do first. p. 23

07 CHOOSE

BCG Growth-Share Matrix

Decide where money goes across many businesses: feed some, harvest others.

ORIGIN Bruce Henderson, Boston Consulting Group, 1970

Use it when

- A holding with several business units
- Annual budget allocation
- Reviewing a product portfolio

Skip it when

- A single-product company
- Markets where share does not drive cost

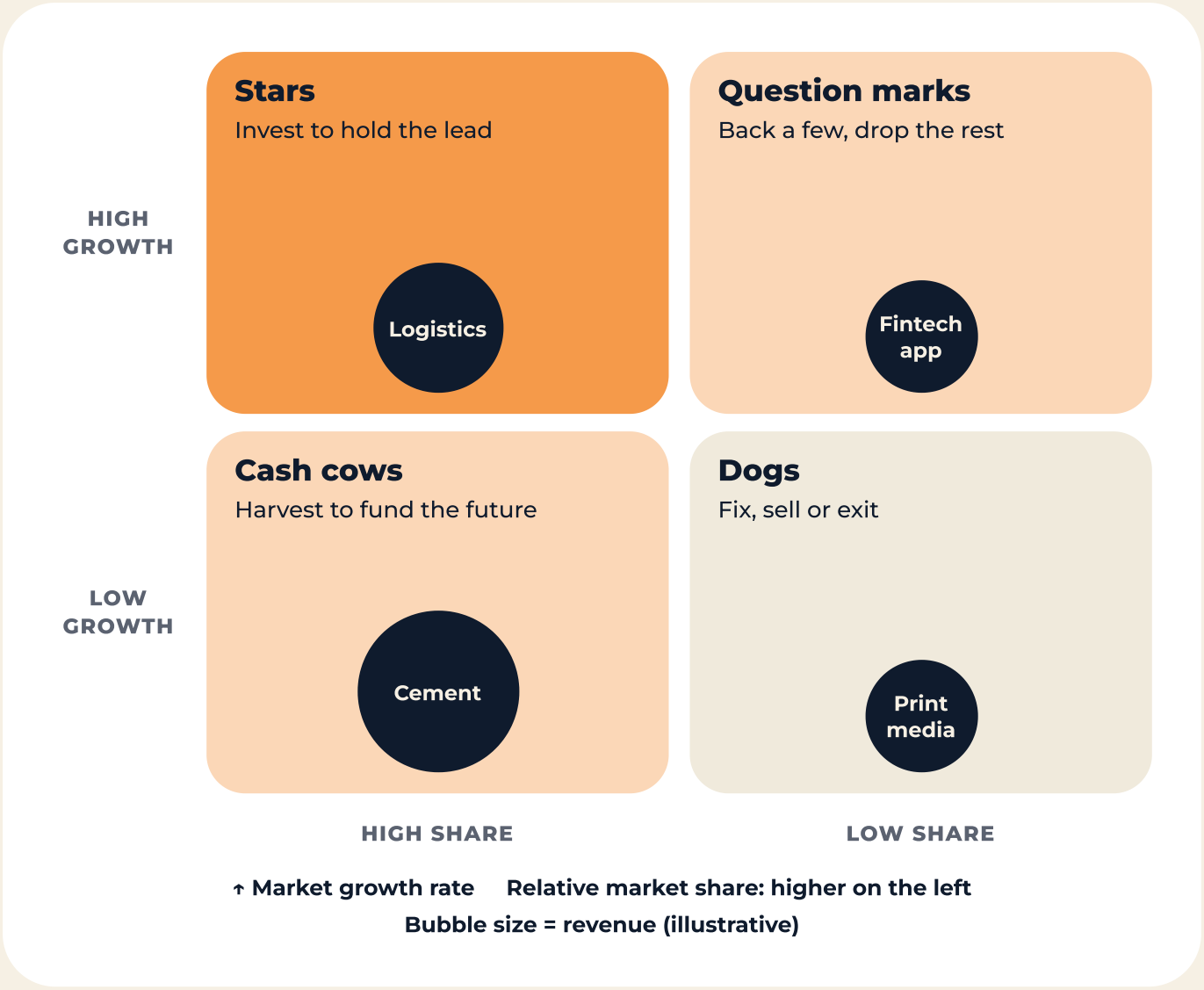
Run it in four steps

1. Plot each unit: market growth vs relative share (your share ÷ largest rival's; above 1 is high)
2. Size each bubble by revenue
3. Give each a role: build, hold, harvest or divest
4. Check the cows' cash funds the bets

WATCH OUT Treating 'dogs' as worthless. Some protect a key customer or keep a supply chain alive.

DID YOU KNOW The matrix rests on the experience curve, another BCG idea: more share, more volume, lower unit cost.

Cement pays for logistics and one fintech bet



GULF EXAMPLE · ILLUSTRATIVE

A diversified holding company reviews four of its businesses.

SO WHAT

Cement's cash should keep logistics leading and back one question mark, the fintech app, then let print media go.

Related tools Ansoff Matrix · p. 21 | Impact–Effort · p. 23

Origin: Bruce Henderson, Boston Consulting Group, 1970

08 CHOOSE

Ansoff Growth Matrix



Choose how to grow, and see how much risk each route carries.

ORIGIN Igor Ansoff, Harvard Business Review, 1957 (risk shading is a later convention)

✓ Use it when

- Setting growth targets
- Comparing expansion ideas
- Explaining risk to a board

✕ Skip it when

- Fixing a cost or turnaround problem
- The core business is not yet stable

Run it in four steps

1. List your growth ideas
2. Place each in one of the four boxes
3. Weigh the risk: every step from the core adds some
4. Sequence: win in your core before you diversify

WATCH OUT Jumping to diversification because it sounds bold. It carries the most risk: new products and new customers at once.

EXPERT TIP **Put a rough risk score on each box before the board meets, not after the first question.**

Grow through new snacks in old shops before exporting

	EXISTING PRODUCTS	NEW PRODUCTS
EXISTING MARKETS	**Market penetration** Win more shelf and shoppers in today's markets Lowest risk	**Product development** Date paste and snacks for the same shops Medium risk
NEW MARKETS	**Market development** Export premium dates to Asia Medium risk	**Diversification** Open a date-themed café chain Highest risk

GULF EXAMPLE · ILLUSTRATIVE

The Al-Qassim dates company from the case study plans its growth.

SO WHAT

Penetration alone won't hit the target. Start with product development: same shops, same trust, new shelves. Export comes next.

Related tools BCG Matrix · p. 19 PESTLE Scan · p. 7

Origin: Igor Ansoff, Harvard Business Review, 1957 (risk shading is a later convention)

09 CHOOSE

Impact–Effort Matrix



From a long list of good ideas, find the few to do first.

ORIGIN Common prioritisation practice; no single author

Use it when

- Ending a workshop with a plan
- Picking quick wins for a new programme
- Trimming a crowded backlog

Skip it when

- Choosing between big bets that each need a business case
- Ideas nobody has sized

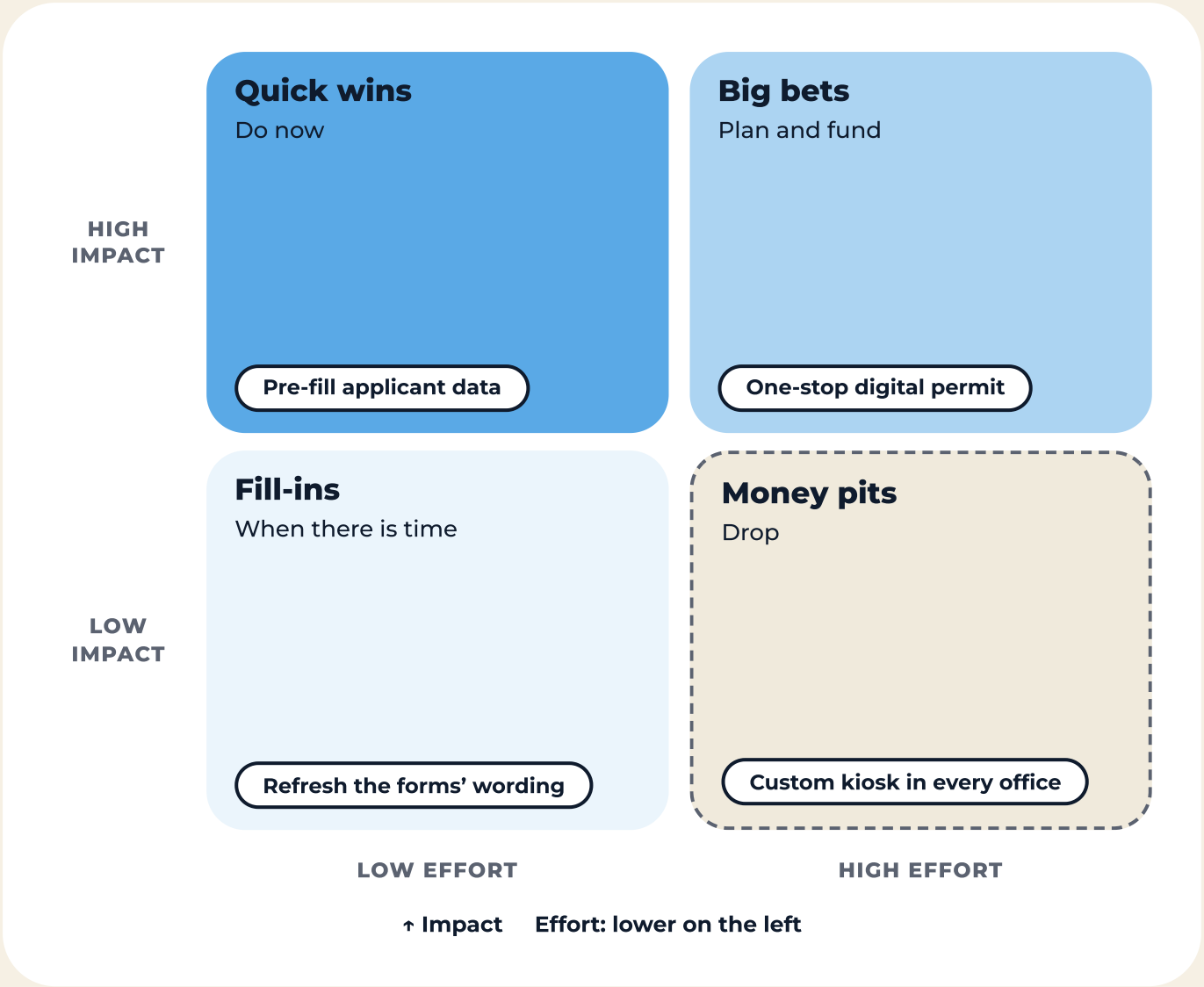
Run it in four steps

1. Agree what ‘impact’ and ‘effort’ mean here
2. Score each idea roughly, as a team
3. Place them on the grid
4. Do quick wins now; plan big bets; drop money pits

WATCH OUT Every idea lands in Quick wins because its owner is in the room. Score effort with the people who will do the work.

MYTH VS REALITY **Myth:** ~~Quick wins are free.~~ **Reality: They still need an owner and a date, or they never happen.**

Pre-filled data is the quick win that funds the big bet



GULF EXAMPLE · ILLUSTRATIVE A municipality speeds up building permits.

SO WHAT **Pre-filling data is a quick win that also proves the case for the one-stop permit.**

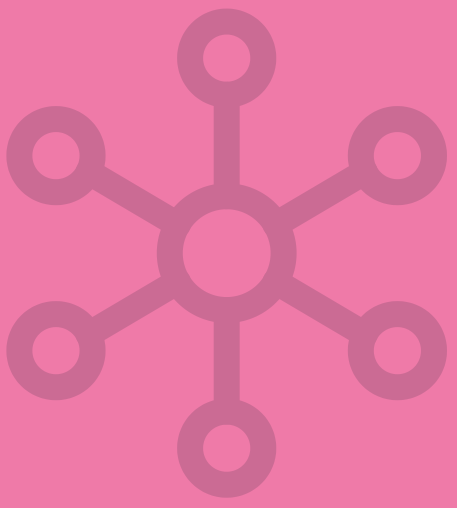
Related tools SWOT to TOWS · p. 14 BCG Matrix · p. 19

Origin: Common prioritisation practice; no single author

PART 5

Align

A plan moves only when the whole organisation moves.

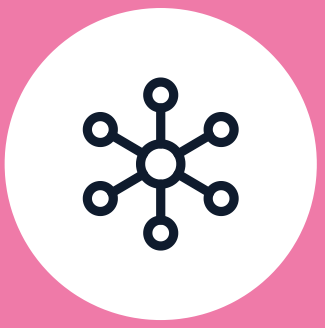


IN THIS PART

McKinsey 7S Model
See why a strategy stalls: one part of the organisation moved and the others did not. **p. 26**

10 ALIGN

McKinsey 7S Model



See why a strategy stalls: one part of the organisation moved and the others did not.

ORIGIN Waterman, Peters and Phillips, McKinsey, 1980

✓ Use it when

- Planning a restructure or merger
- Diagnosing why change isn't sticking
- Designing a new operating model

✕ Skip it when

- A quick fix in one team
- You need numbers, not alignment

Run it in four steps

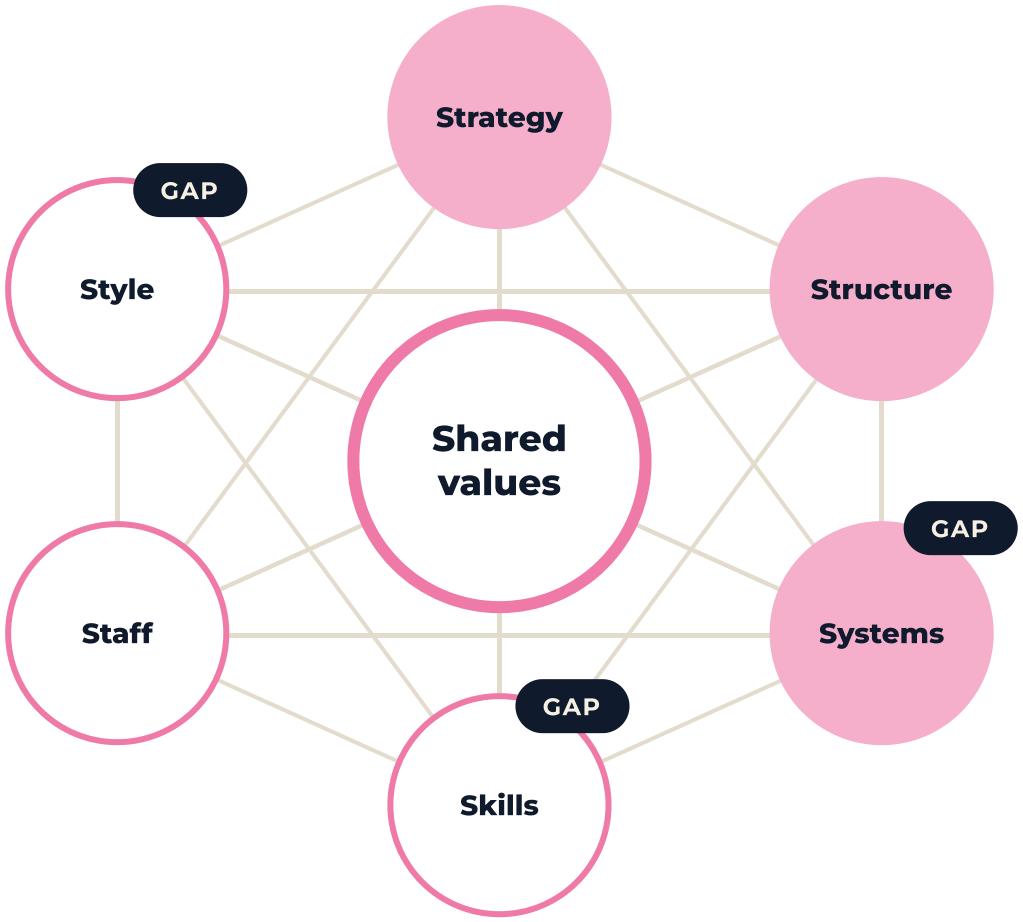
1. Describe each S as it is today
2. Describe each S as it must be
3. Mark the gaps that pull against each other
4. Change the hard and soft Ss together

WATCH OUT Changing the org chart and calling it transformation. Structure is one S out of seven.

DID YOU KNOW **The model first appeared in 1980 in an article titled 'Structure Is Not Organization'.**

10 SEE IT 7S Model

Systems, style and skills are where the delay lives



GULF EXAMPLE · ILLUSTRATIVE A family business moves to professional management.

SO WHAT **Strategy and structure changed on day one. Systems, style and skills did not, and that is where the delay lives.**

Related tools SWOT to TOWS · p. 14 Impact–Effort · p. 23

Origin: Waterman, Peters and Phillips, McKinsey, 1980

PART 6

Communicate

Lead with the answer. Then earn it.

IN THIS PART

SCQA Storyline
Turn your analysis into a story a busy executive follows in one minute. p. 29

11 COMMUNICATE

SCQA Storyline

Turn your analysis into a story a busy executive follows in one minute.



ORIGIN Barbara Minto, McKinsey; The Pyramid Principle (book, 1985)

Use it when

- Opening a report, memo or deck
- Writing an executive summary
- Briefing someone with no context

Skip it when

- The audience wants raw data only
- A crisis needs one instruction, now

Run it in four steps

1. Situation: state what the reader already agrees with
2. Complication: name what changed or went wrong
3. Question: say the question this raises
4. Answer: give your recommendation, then the support

WATCH OUT A Situation that turns into a history lesson. Two sentences at most; the reader is waiting for the Answer.

EXPERT TIP **Read only your Answer aloud. If the boss could act on it alone, the story works.**

The board hears the decision in the first minute

S **SITUATION**
The agency has moved most of its services online.

C **COMPLICATION**
Yet visits to service centres have not dropped.

Q **QUESTION**
Why do beneficiaries still come in person, and what should we do?

A **ANSWER**
Fix the three beneficiary journeys that still need a paper document, then close the duplicate counters.

GULF EXAMPLE · ILLUSTRATIVE

A government agency briefs its board on digital services.

SO WHAT **The board hears the decision in the first minute. Everything after it is evidence.**

Related tools MECE Issue Tree · p. 4 SWOT to TOWS · p. 14

Origin: Barbara Minto, McKinsey; The Pyramid Principle (book, 1985)

PUT IT TOGETHER

Illustrative case, not client data

One problem, six tools

A family-owned dates company in Al-Qassim wants to double revenue in five years. Here is how six tools turn that wish into a board decision.

1 · PESTLE Scan p. 7

What is changing outside?

Healthy-snacking demand and export support are rising; summer logistics and labelling rules add cost.

2 · Five Forces p. 9

Is the snack aisle worth fighting for?

Not on commodity terms: retail chains are strong and rivals many. Only a brand earns a margin here.

3 · Market Sizing p. 11

Is the prize big enough?

Sized bottom-up from our retailers' snack shelves: a branded range closes most of the gap; export closes the rest.

4 · SWOT to TOWS p. 14

What can we build on?

Trusted name + snack trend → a branded date-snack range. Weak marketing must be fixed first.

5 · Ansoff Matrix p. 21

Which way do we grow?

Product development first, in the same shops. Market development (export) second.

6 · SCQA Storyline p. 29

How do we ask the board?

One page that opens with the answer. See the next page.

What the board reads

BOARD PAPER Illustrative case, not client data

S We sell premium dates to the same Saudi retailers we have served for many years.

C On the shelf, dates are becoming a commodity, while demand for healthy snacks grows.

Q How do we double revenue without betting the farm?

A **Fix marketing in the first six months, launch a branded date-snack range with our existing retailers before year end to close most of the gap, and test export in one Asian market next year.**

What each tool added

PESTLE Scan	Five Forces	Market Sizing	SWOT to TOWS	Ansoff Matrix	SCQA Storyline
the trend	**why a brand**	**the size**	**the move**	**the order**	**the ask**

Other chains that work

Restructure 7S Model → Impact–Effort → SCQA Storyline

Portfolio review BCG Matrix → VRIO → SCQA Storyline

Your turn: run the same chain on your own problem with the canvases at the back.

Which tool do I need?

Find your question. Read the method, then fill the canvas.

My problem is a tangled mess

MECE Issue Tree — p. 4 · canvas 34

What is changing outside?

PESTLE Scan — p. 7 · canvas 35

Is this market worth entering?

Five Forces — p. 9 · canvas 36

How big is the prize?

Market Sizing — p. 11 · canvas 37

Where do we stand today?

SWOT to TOWS — p. 14 · canvas 38

Is our edge real?

VRIO — p. 16 · canvas 39

Where should the money go?

BCG Matrix — p. 19 · canvas 40

Which way do we grow?

Ansoff Matrix — p. 21 · canvas 41

What do we do first?

Impact–Effort — p. 23 · canvas 42

Why isn't the change sticking?

7S Model — p. 26 · canvas 43

I must brief a busy boss

SCQA Storyline — p. 29 · canvas 44

01 YOUR TURN Method: p. 4

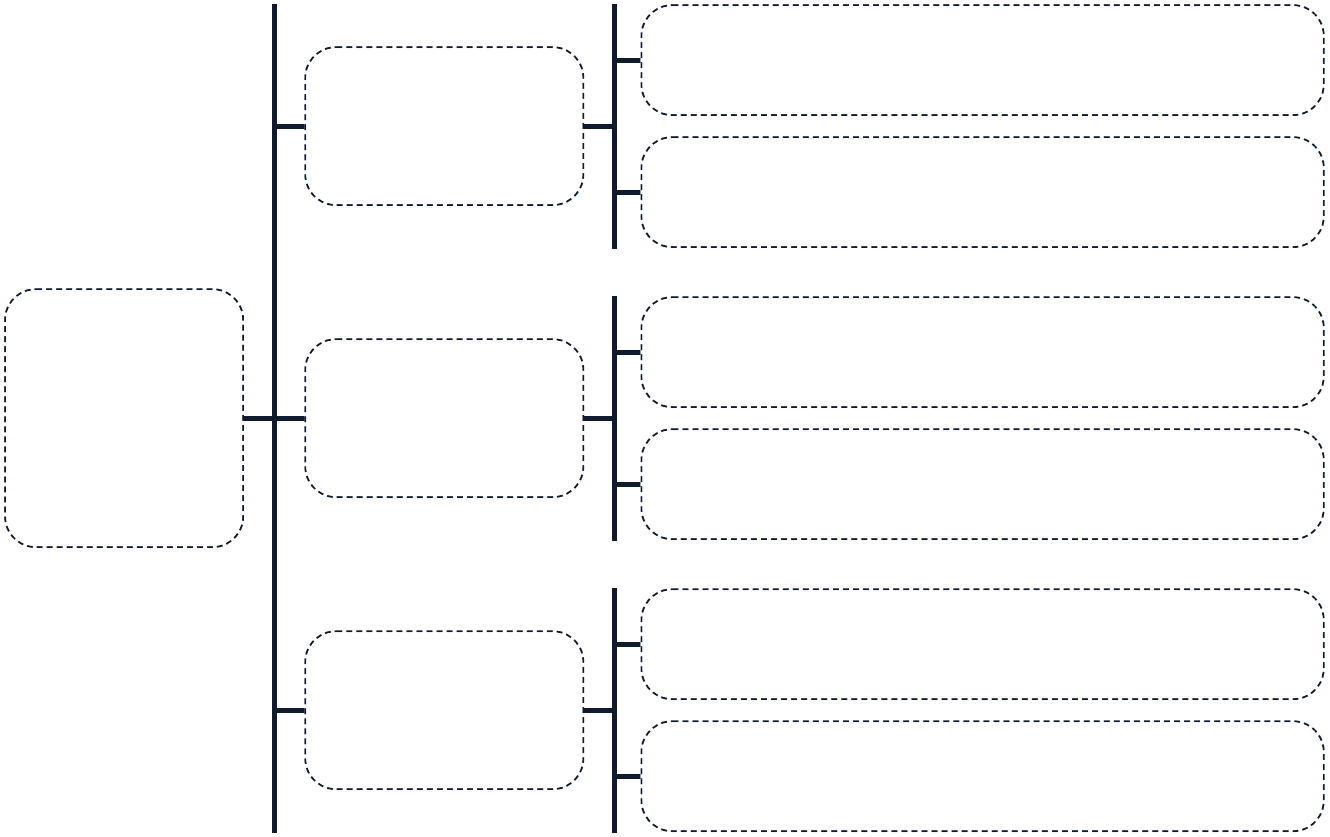
MECE Issue Tree: your canvas

45 min · 3–6 people · Done when every leaf names the data that tests it

Our question or goal

Team and date

Test with what data?



What we decided · Next step

Owner

Due

02 YOUR TURN Method: p. 7

PESTLE Scan: your canvas

60 min · 4–8 people · Done when the top three forces each have an action or risk

Our question or goal

Team and date

P · Political

Impact L M H

Likelihood L M H

E · Economic

Impact L M H

Likelihood L M H

S · Social

Impact L M H

Likelihood L M H

T · Technological

Impact L M H

Likelihood L M H

L · Legal

Impact L M H

Likelihood L M H

E · Environmental

Impact L M H

Likelihood L M H

What we decided · Next step

Owner

Due

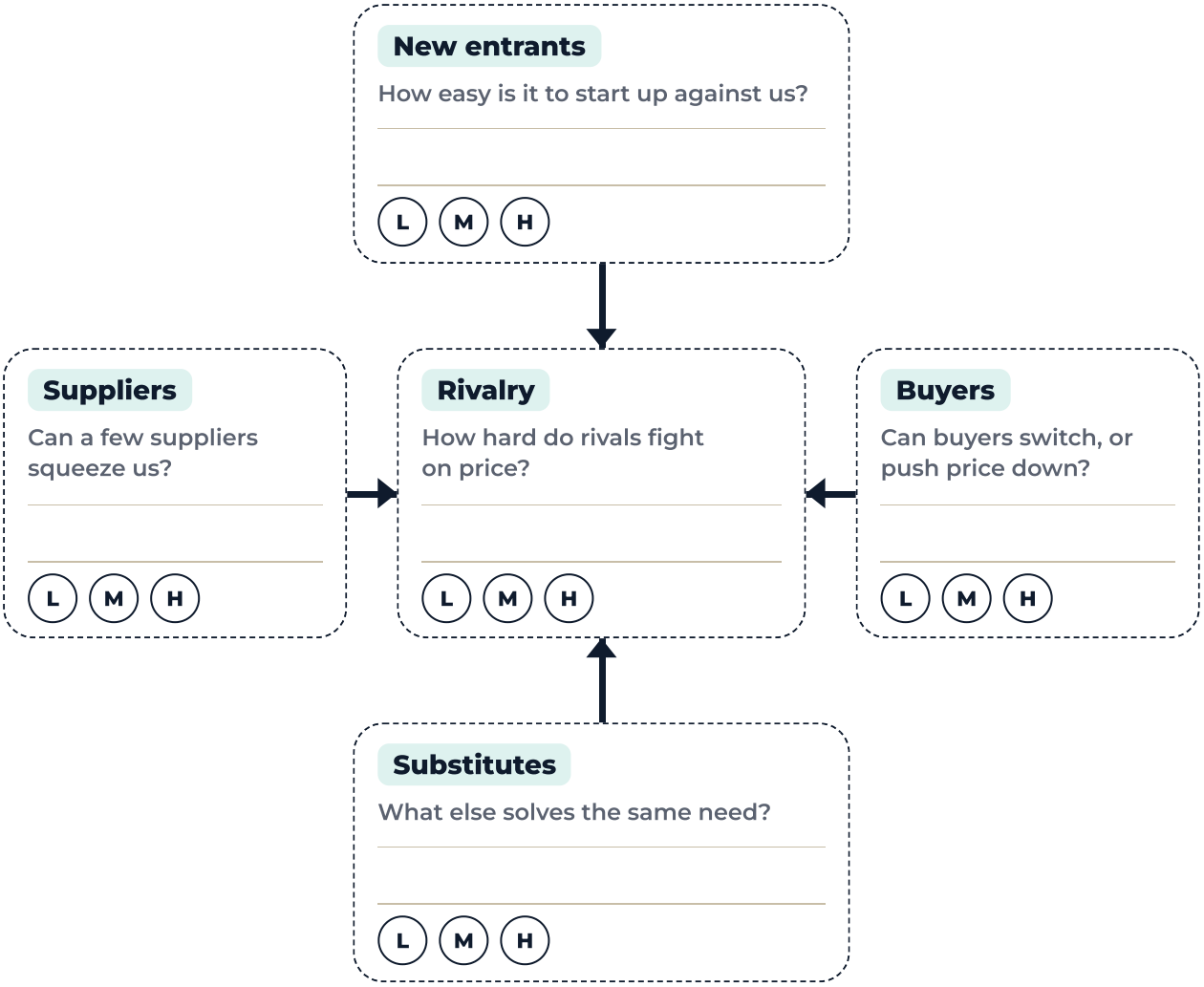
03 YOUR TURN Method: p. 9

Five Forces: your canvas

45 min · 3–6 people · Done when you can name the force that squeezes profit most

Our question or goal

Team and date



What we decided · Next step

Owner

Due

04 YOUR TURN Method: p. 11

Market Sizing: your canvas

45 min · 3–5 people · Done when SOM names real customers, its value in SAR, and the source of every number

Our question or goal

Team and date

TAM

Total addressable market

Who has the need, how many are there, and what do they spend a year?

= _____ · **Source:** _____

SAM

Serviceable available market

Which of them can our product, channels and licences reach?

= _____ · **Source:** _____

SOM

Serviceable obtainable market

Which customers can we name and win in three years, what are they worth a year, and why us?

= _____ · **Source:** _____

What we decided · Next step

Owner

Due

05 YOUR TURN Method: p. 14

SWOT to TOWS: your canvas

60 min · 4–8 people · Done when two or three moves are ready to fund

Our question or goal

Team and date

Strengths

Weaknesses

Opportunities

Threats

SO · Attack

Which strength meets which opportunity?

ST · Defend

Which strength blocks which threat?

WO · Build

Which weakness stops us catching an opportunity?

WT · Retrench

Where are we weak and exposed?

What we decided · Next step

Owner

Due

06 YOUR TURN Method: p. 16

VRIO: your canvas

30 min · 3–5 people · Done when each resource has one level ticked

Our question or goal

Team and date

Resource or capability	V	R	I	O	Level Stop at the first N; write the level reached
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	

What we decided · Next step

Owner

Due

07 YOUR TURN Method: p. 19

BCG Matrix: your canvas

45 min · 3–5 people · Done when every unit has one role

Our question or goal

Team and date

HIGH GROWTH

Stars

Growing fast and we lead: keep investing?

Unit · Revenue · Role

Question marks

Growing fast but we trail: which few to back?

Unit · Revenue · Role

LOW GROWTH

Cash cows

Slow market, we lead: how much cash can it free?

Unit · Revenue · Role

Dogs

Slow market, we trail: fix, sell or exit?

Unit · Revenue · Role

HIGH SHARE

LOW SHARE

What we decided · Next step

Owner

Due

08 YOUR TURN Method: p. 21

Ansoff Matrix: your canvas

45 min · 3–6 people · Done when ideas are placed, risk-scored and sequenced

Our question or goal

Team and date

	EXISTING PRODUCTS	NEW PRODUCTS
EXISTING MARKETS	**Market penetration** How do we sell more to today's buyers? Risk L M H	**Product development** What new product fits the same buyers? Risk L M H
NEW MARKETS	**Market development** Where else would today's product sell? Risk L M H	**Diversification** Is this bet worth the risk, and why now? Risk L M H

What we decided · Next step

Owner

Due

09 YOUR TURN Method: p. 23

Impact–Effort: your canvas

45 min · 4–10 people · Done when every quick win has an owner and a date

Our question or goal

Team and date

Impact means:

Effort means:

	LOW EFFORT	HIGH EFFORT
HIGH IMPACT	**Quick wins** Big result, little work: who owns it?	**Big bets** Big result, big work: what must be true first?
LOW IMPACT	**Fill-ins** Small result, little work: when is there time?	**Money pits** Small result, big work: are we brave enough to drop it?

What we decided · Next step

Owner

Due

10 YOUR TURN Method: p. 26

7S Model: your canvas

60 min · 4–8 people · Done when the three biggest gaps have an owner

Our question or goal

Team and date

Element	Today	Must become	Gap?
○ Shared values			◯
● Strategy			◯
● Structure			◯
● Systems			◯
○ Skills			◯
○ Staff			◯
○ Style			◯

● hard ○ soft

What we decided · Next step

Owner

Due

11 YOUR TURN Method: p. 29

SCQA Storyline: your canvas

20 min · 1–3 people · Done when the Answer alone tells the boss what to do

Our question or goal

Team and date

S

Situation

What does the reader already agree with?

C

Complication

What changed, or went wrong?

Q

Question

What must we decide or solve?

A

Answer

What do you recommend, in one sentence?

What we decided · Next step

Owner

Due

Eleven tools. Six jobs. One page to learn each, one to see it work, one to fill in with your team.

Strategy is easy. Value is the foundation.



Mohammad Mahafzah

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