Course Title: “Everyday” Strategy: Relevant, Adaptive, and Actionable
Course Code: WSP 279
Instructor: Peter Coughlan

Course Summary:
This course invites us to rethink how organizations approach strategy. It encourages us to view strategy not as a fixed, episodic function owned by a few within an organization, but instead as an adaptive, continuous activity, with every employee helping to move the organization toward a preferred future. During the workshop, we’ll explore commonly held beliefs and assumptions about organizational strategy and how to identify newly emerging products, services, and behaviors (through a practice known as signal gathering) that serve as harbingers of the future. We’ll develop structures that promote ongoing strategic conversations inside an organization, and that translate conversations into action to keep an organization moving continuously toward its strategic intent.

Please see course page for full description and additional details.

Grade Options and Requirements:
• No Grade Requested (NGR)
  o This is the only grading option. No work will be required; no credit shall be received; no proof of attendance can be provided.

Courses taken for NGR will not appear on official transcripts or grade reports.

Tentative Outline:
- Opening comments, goals for the day, introductions
- How we think of strategy and the shortcomings of strategy as it’s currently practiced
- Guiding principles: a shorthand for strategy
- Data from the future: signals, trends, and paradigm shifts
- Collecting signals of strategic importance for your organization
- Converting signals to strategic action
- Structures to encourage everyday strategy
- Bringing everyday strategy back to your organization