

## Our Approach

We believe that each company is unique. What makes it unique is *how* it makes and implements decisions, not simply *what* it does. Alongside those factors that can be measured, analyzed and benchmarked are a host of intangibles that help or hinder strategic execution and thus the creation of value.

That's where we can help.

We assist chief executive officers and leadership teams in creating the right environment to guide future decisions and day-to-day execution by:

1. Developing and communicating a *vision* of the future;
2. Testing the validity of the vision by seeking new and useful *perspectives* on issues and opportunities;
3. Taking a variety of perspectives into account in building a *framework* for unified action;
4. Focusing *implementation* within the desired framework.

We have learned to ask the right questions – questions that only an objective outsider might think of. New perspectives, coupled with existing views, can help a leadership team anticipate issues and opportunities.

Along with bringing a fresh perspective to each engagement, our work is founded on a strong belief in the following notions:

- Planning is a *discipline* and a thought process, not pages in a binder;
- Successful companies may not be the ones with the slickest plan, but those who have developed an ability to adapt to new information and challenges;
- Leaders cannot control implementation; they influence it by the environment they create;
- Sound strategy often evolves and emerges from effective implementation.

As we noted above about companies in general, it is our approach to advising clients that makes *us* unique.