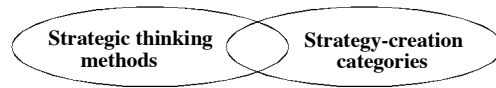


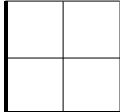
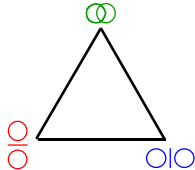


INTEGRATING STRATEGIC THINKING AND STRATEGY CREATION



Point thinking 	Framing an issue as black- <i>or</i> -white--either/or	Establishing essentials Demonstrating contrast Stipulating non-negotiables/ rules of thumb	<i>Persona</i> (who we are)
Linear thinking 	Framing an issue as shades-of-gray--more of/less of	Providing yardsticks Indicating relative position/transition Reaching simple compromises	<i>Performance</i> (what we measure)
Angular thinking 	Framing an issue as black- <i>and</i> -white--both/and	Converting two variables into a systematic set of options Creating clever ("Solomonic") grids Deriving linear ("best-of-both-worlds") solutions Describing curvilinear ("Goldilocks") relations	<i>Puzzle</i> (what perplexes us)
Triangular thinking 	Framing an issue in color--as a blend of autonomy, control, & cooperation	Structuring complex (strategic/technical/organizational) problems	<i>Pattern</i> (how we compete, grow, & organize)

This is a graphic summary of Robert Keidel's *The Geometry of Strategy*. Most strategic issues and decisions reduce to one or a mix of the four geometric forms. This framework helps managers to improve the quality of their thinking as well as their ability to strategize--by enabling them effectively to "x-ray" their organization's nature and behavior, and what they are up against.