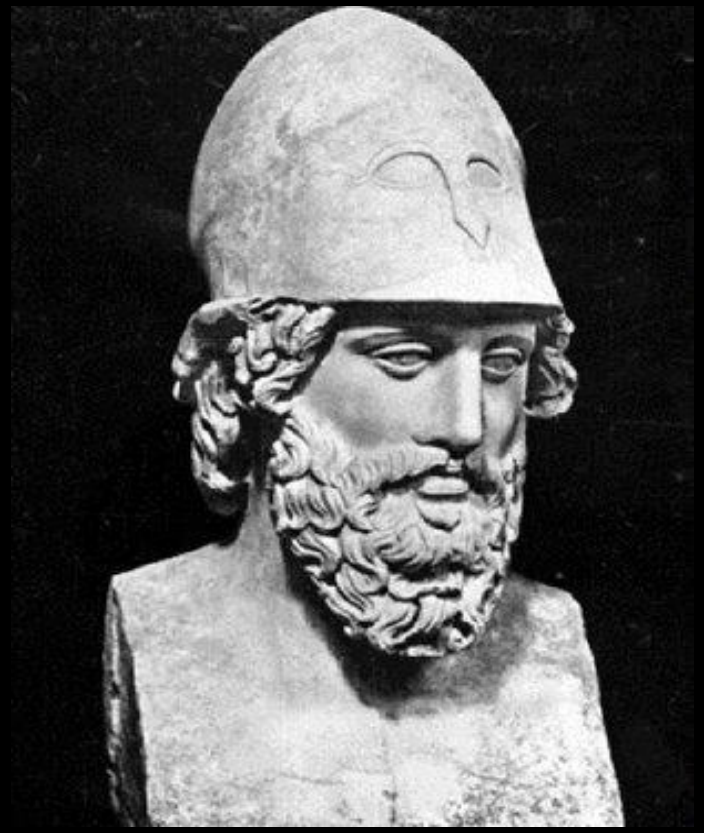
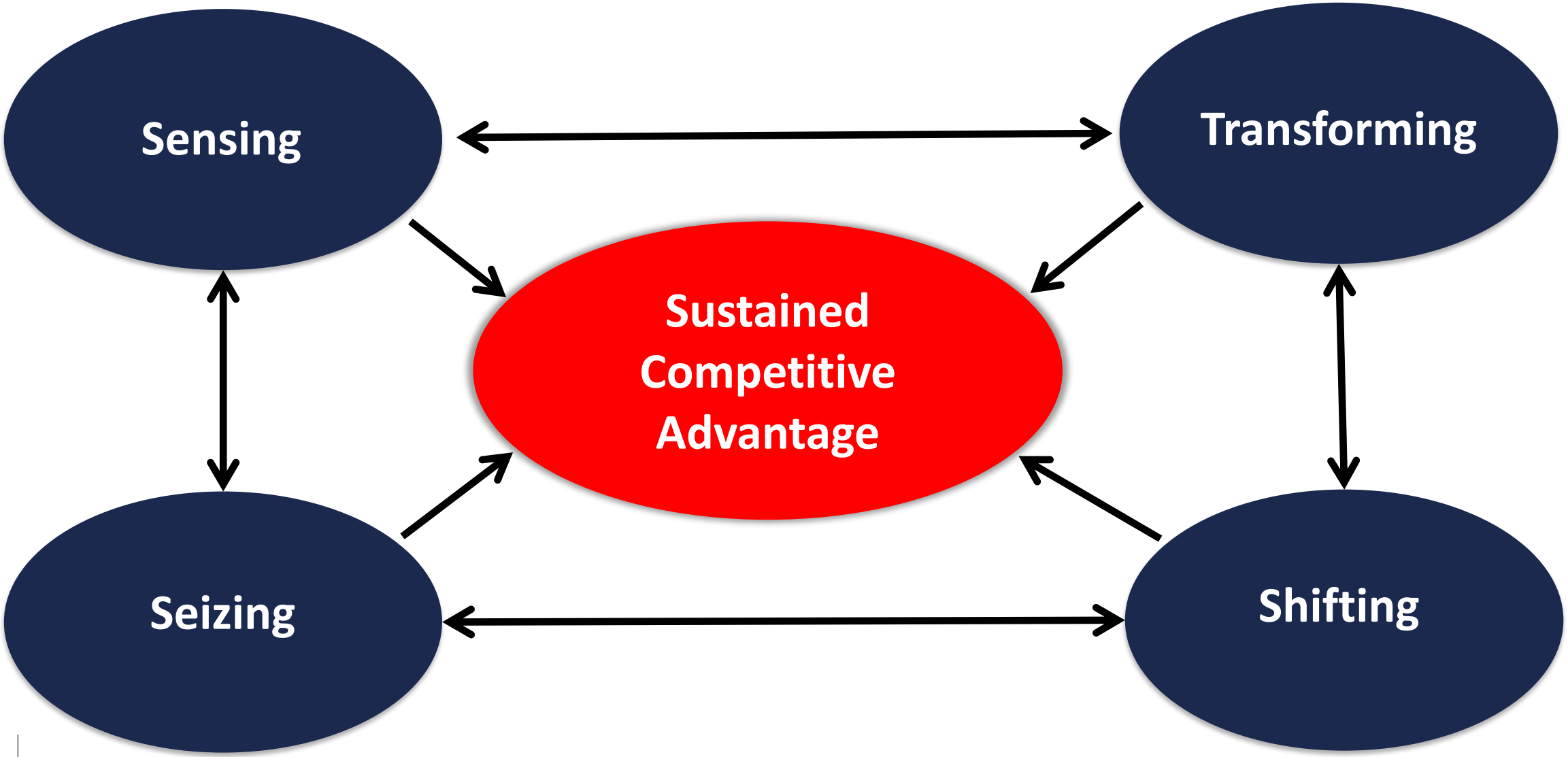


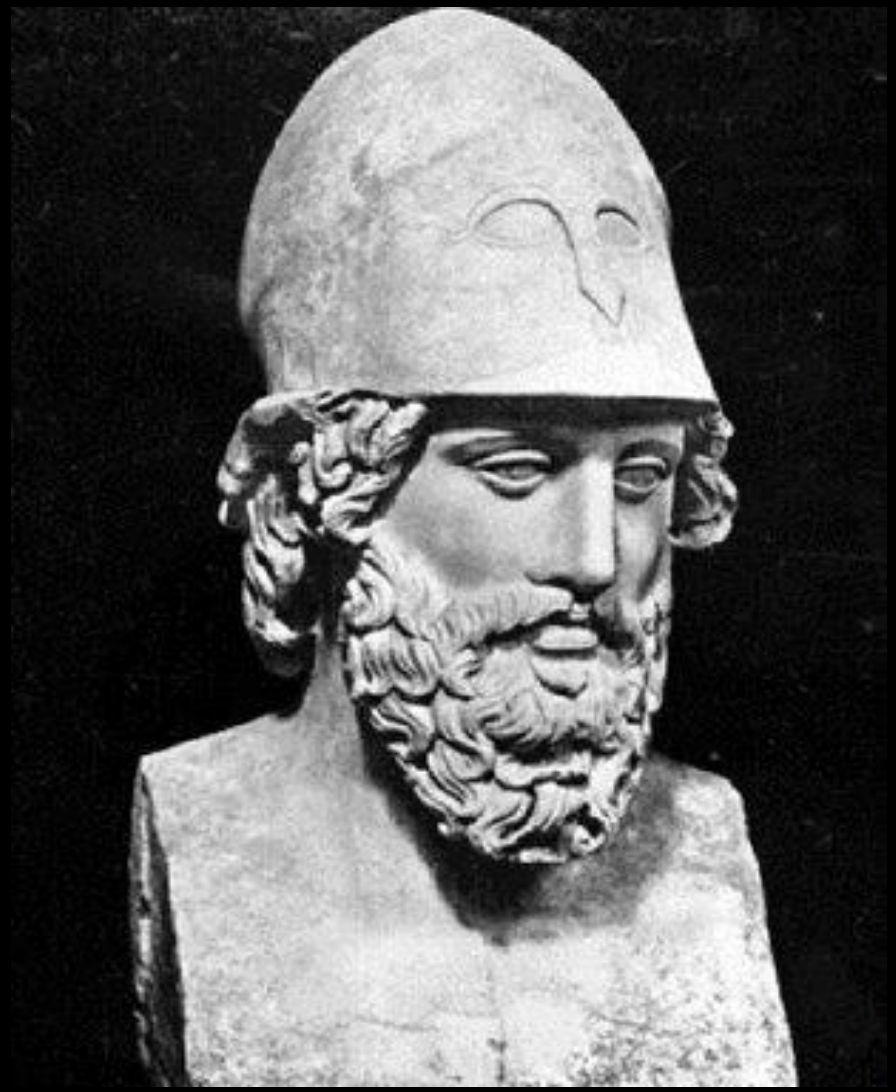
The First Strategist

Sustained Competitive Advantage Requires . . .



Four Core Elements of Strategy

- **Sensing**: the ability to gather relevant data, analyze it, and use it to make quality decisions about direction (Vision)
- **Transforming**: the ability to lead—to plan, innovate, organize, motivate, inspire and train followers in ways that change the organization and make it able to achieve its objectives
- **Seizing**: the ability to execute, to lead and manage the complexity of organization as it achieves its objectives
- **Shifting**: the ability to make agile, mid-course corrections that keep your strategy and organization relevant in changing markets.



Themistocles

- First leader to be called a strategist (Strategos)
- The word “strategy” (Strategia) invented to describe what he did
- Became archon of Athens in 493 BC (he was 31 years old)
- Led the Greek naval forces at the Battle of Salamis (480 BC)
- To this day, all Greek Generals are called Strategos in honor of him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Xerxes/Mardonius (480 BC)
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Anactorium
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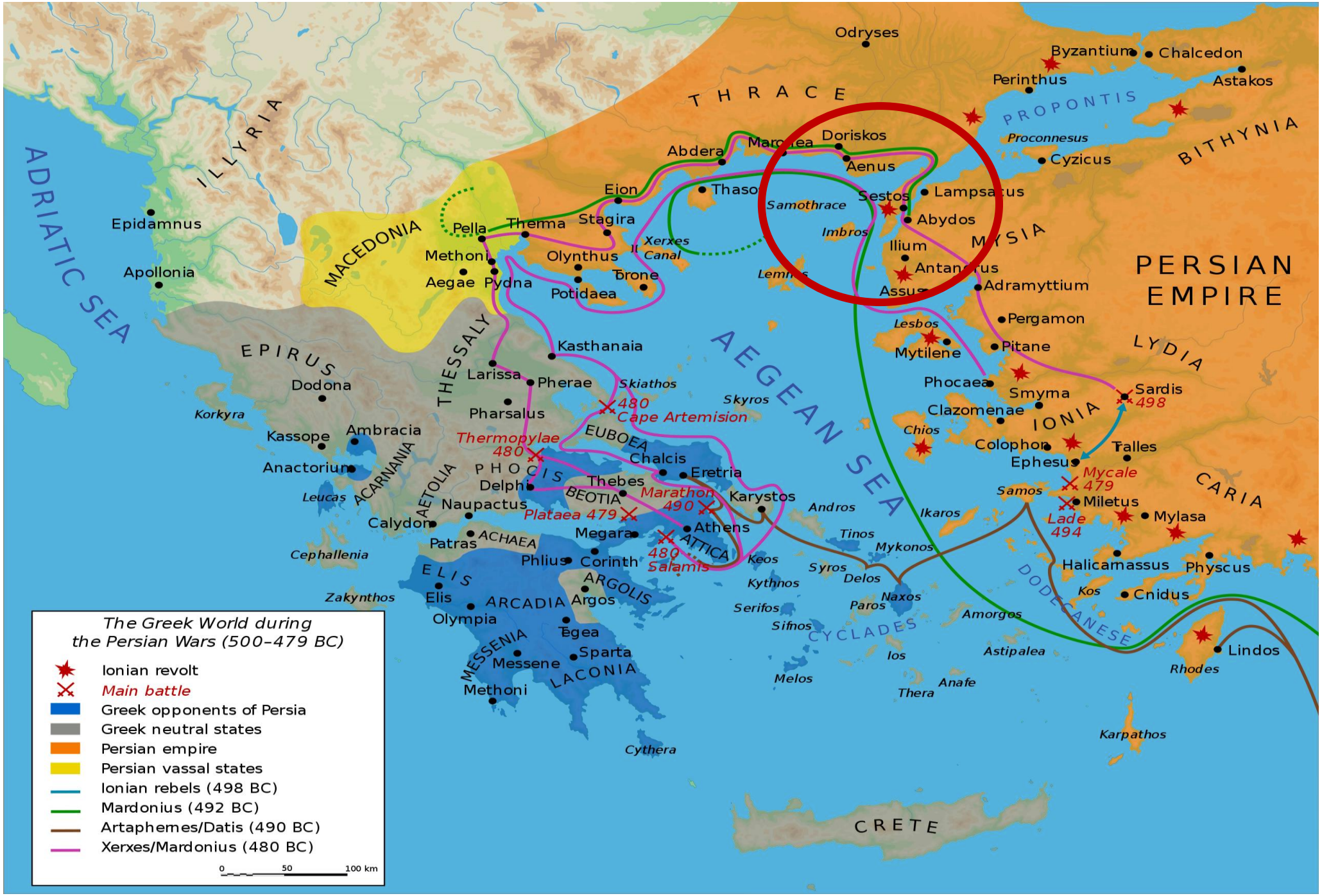
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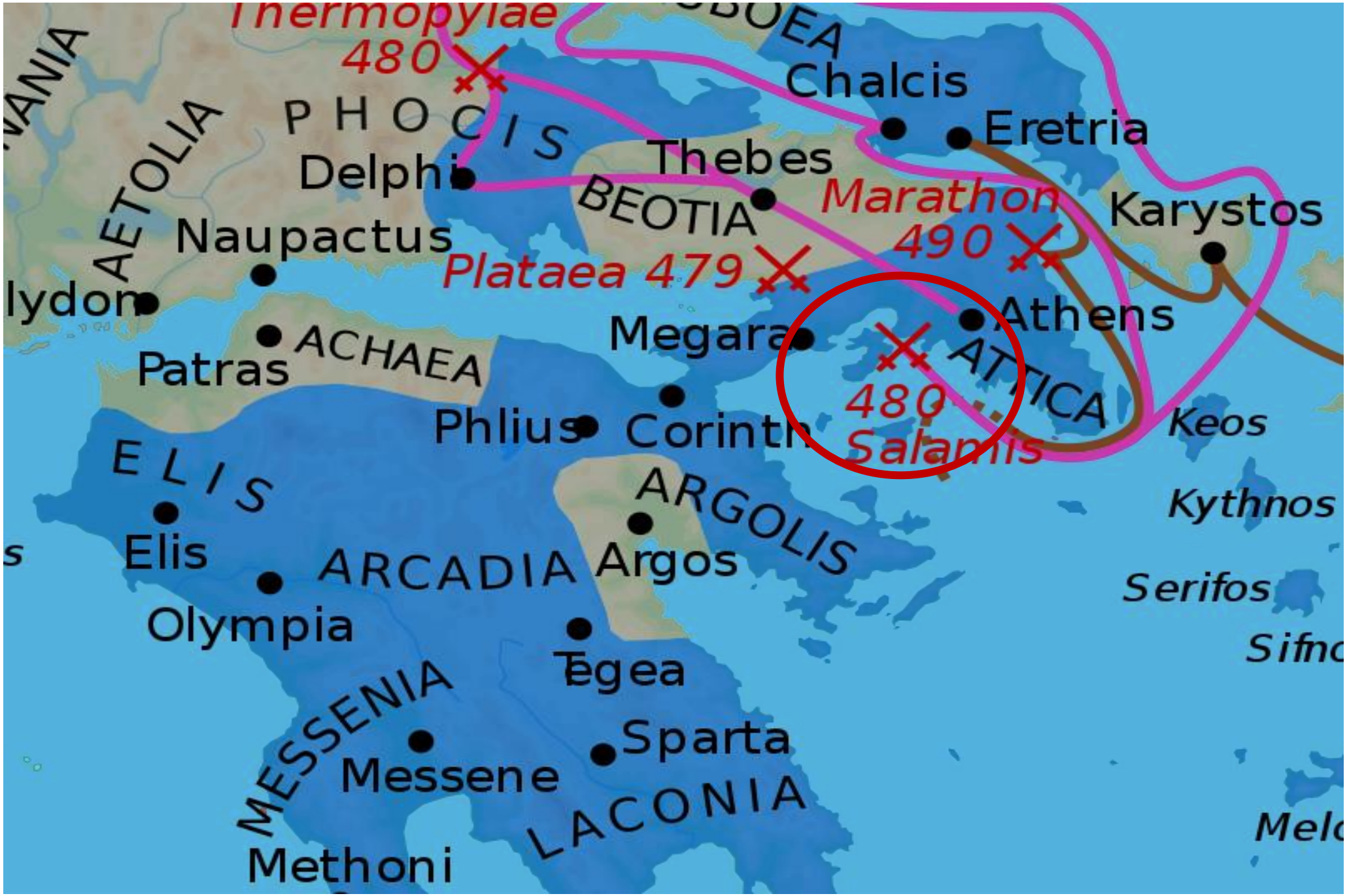
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1. Themistocles' Sensing Capability

Themistocles' CIA: organized and trained group of Ionians, in high positions in Persian military, who provided a constant flow of information about Xerxes' plans and forces. From them he learned:

- Xerxes' plans to invade Greece were delayed, which would give Themistocles time to prepare (several years)
- Details about Persian naval forces (about 1200 ships "heavy," built for high seas, but lacked maneuverability in confined spaces and shallow water; vulnerable if rammed from the side)
- Most Persian sailors had never learned to swim
- Xerxes had targeted Athens to create a base of operations to fortify his army as they moved south toward Sparta.
- Xerxes was arrogant and ambitions. Wanted to finish the war in 1 year

Themistocles' Vision

How could Themistocles create a competitive advantage and win a decisive naval battle when outnumbered by a much superior force?

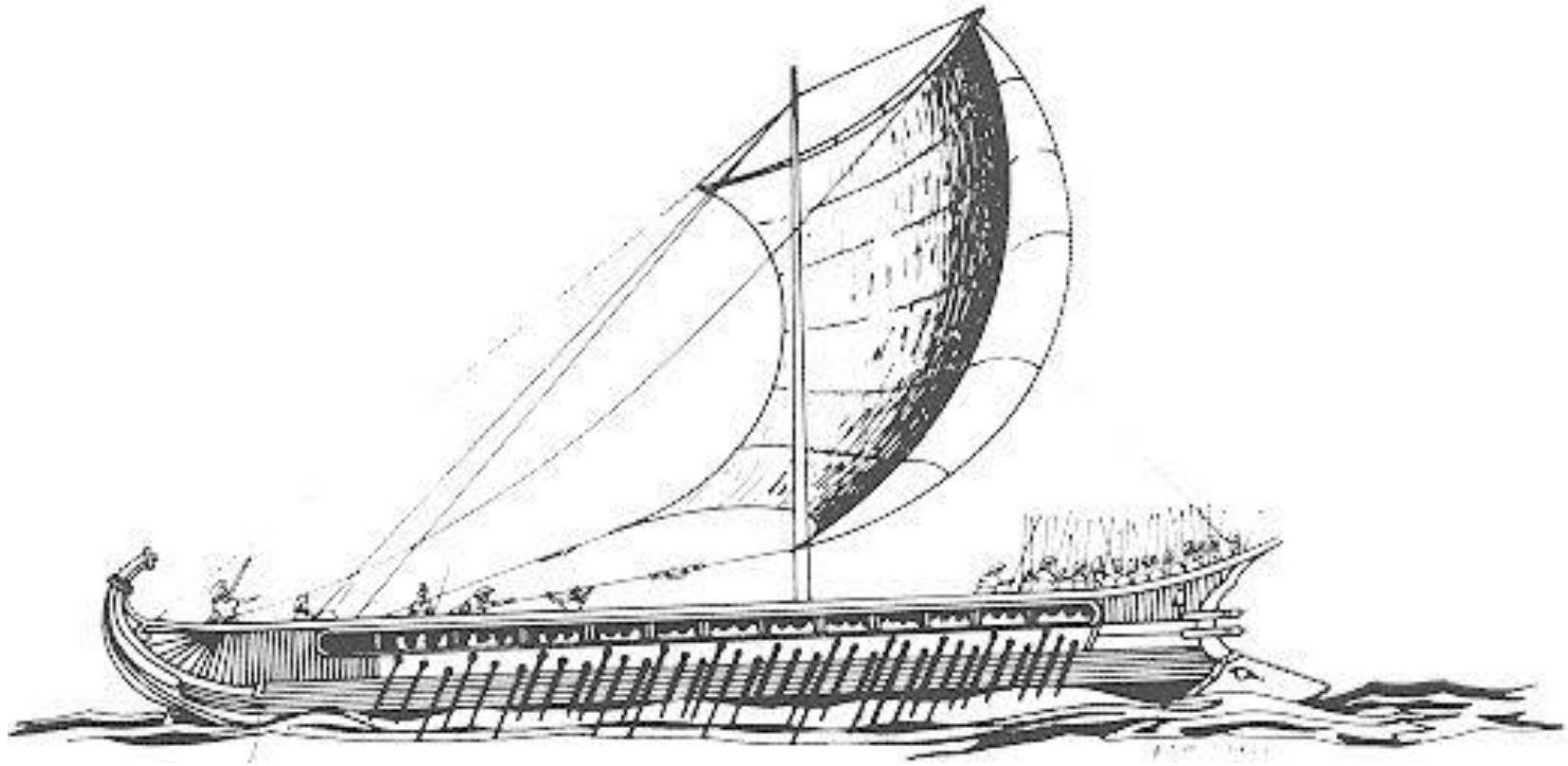
- As the Persians approached Athens, the Athenians would evacuate the city, giving Xerxes an easy victory, bolstering his confidence and hastening his move toward the Isthmus of Corinth.
- The Athenian Navy would wait to ambush the Persians in the Straits of Salamis, where the water was shallow, space was confined and the Persian navy would lack maneuverability.
- With a fleet of small, nimble boats call Triremes, and Greek sailors trained in ramming tactics, the Greek navy would attack the Persian fleet, destroying their boats, drowning their sailors and cutting off Xerxes' supply line.

Themistocles' Challenge

- The Persians had 1207 boats. He had no boats.
- While most Athenians could swim, few had ever been trained in naval tactics (he had no Navy)
- Athens lacked a port large enough to support a navy
- Even if every able-bodied Athenian became a trained sailor and boats were built, there wouldn't be enough to sailors or boats to beat the Persians; he needed allies
- His people were afraid. The Persians has a reputation for being a ferocious force. Athens had met them in the past and was decimated. They were completely unprepared for another battle. They wondered what would happen to their wives and children if they went out to sea, fought the battle and lost.

2. Themistocles' Transformational Leadership

- Moved his residence into the low- and middle class area of Athens. There he built relationships with the people he ultimately would need to build the boats and serve in the navy.
- Made democracy a political reality throughout Athens. A change management tool: "The future of Athens is in your hands." In the end he enlisted every able-bodied man in Athens into the Navy and employed them in the effort to build boats.
- Built relationships with the nobility in Athens and in neighboring city states. Set up a congress of city states and aligned them with his war plans. Coordinated the effort of the Alliance to build boats and train oarsmen in the tactics needed at Salamis.
- Built 371 boats: "triremes"--small, fast, agile boats, with a strong reinforced bow built for ramming the sides of the Persian long boats.
- Built a port (Piraeus) to the west of Athens to use as a base for training operations and from which to launch the attack on the Persians
- Built Troezen, a city of refuge, where women and children would escape to when Athens was evacuated. "Women and children first."



3. & 4. Themistocles' Leadership: Seizing and Shifting

Executing plan perfectly . . .

- Xerxes' fleet approaches Athens
- Athenians evacuate the city. Women and children to Troezen. Men to the port, where they man their boats and sail into the Straits of Salamis waiting to ambush the Persian navy.
- Xerxes walks into the abandoned Athens, thinks that the Athenians have given up, is emboldened and immediate prepares his navy for the assault on the Isthmus of Corinth, which means going through the Straits of Salamis, where the Greeks are waiting.
- Then something happens . . .

3. & 4. Themistocles' Leadership: Seizing and Shifting

Strategy jeopardized . . .

- Xerxes' commanders try to convince him to delay, perhaps for months.
- Provide time to establish the base in Athens
- Re-supply the ships in preparation to fortify army as they move south.
- "We've got Athens, we don't need to fight this battle now.'
- Themistocles learns about this from one of his spies
- Imagine how he feels! Everything is ready, his plans have been executed to perfection. Xerxes is right there. Now everything is off.

3. & 4. Themistocles' Leadership: Siezing and Shifting

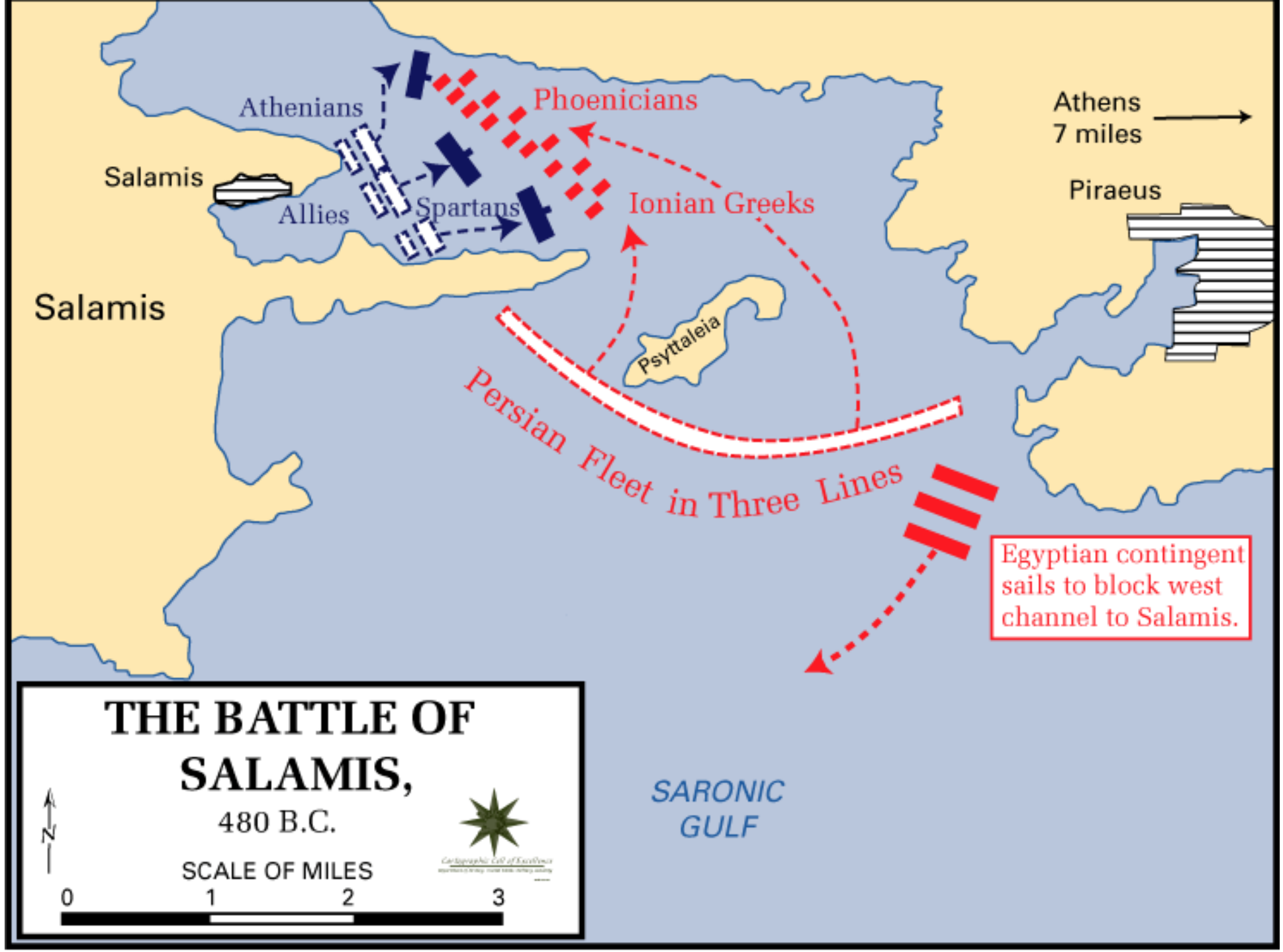
Themistocles shifts . . .

- Writes Xerxes a letter and sends his personal servant to deliver it.
- He tells Xerxes exactly where the Greek navy is waiting in ambush, eliminating the element of surprise.
- Playing on Xerxes' arrogance and ambition he tells Xerxes, that he, Themistocles, supports his objectives more than those of the Greeks, that there is infighting among the Greek commanders, and that some are ready to abandon the fleet.
- Then he tells Xerxes that if he acts quickly and uses his navy to seal off both ends of the Straits, he will easily be able to defeat the disorganized enemy.
- Sign of veracity and support: when Xerxes' fleet appears at the entrance to the Straits, Themistocles will send three boats to meet him.

3. & 4. Themistocles' Leadership: Seizing and Shifting

Xerxes takes the bait. . .

- Xerxes shows the letter to his commanders and they agree to attack
- The Persian navy arrives at nightfall at the mouth of the Straits. In the morning, the three Greek ships row out toward them
- Xerxes, now sitting on his throne on a hillside adjacent to the Straits, motions his fleet into the Strait to seal off both ends.
- When the entire fleet of 1207 Persian boats are within the Straits, the three Greek ships turn around and return to the Greek navy. The Greeks are outnumbered 1207 to 371.
- Themistocles, standing at the front of the first boat and seeing the success of his deception, orders the attack.
- The Greeks row toward the center of the Persian fleet splitting them in two and then turn and aim the bows of their boats like torpedoes at the vulnerable sides of the Persian long boats.


Athenians
Phoenicians
Athens
7 miles
Salamis
Allies
Spartans
Ionian Greeks
Piraeus
Salamis
Psyttaleia
Persian Fleet in Three Lines
Egyptian contingent sails to block west channel to Salamis.
THE BATTLE OF SALAMIS,
480 B.C.
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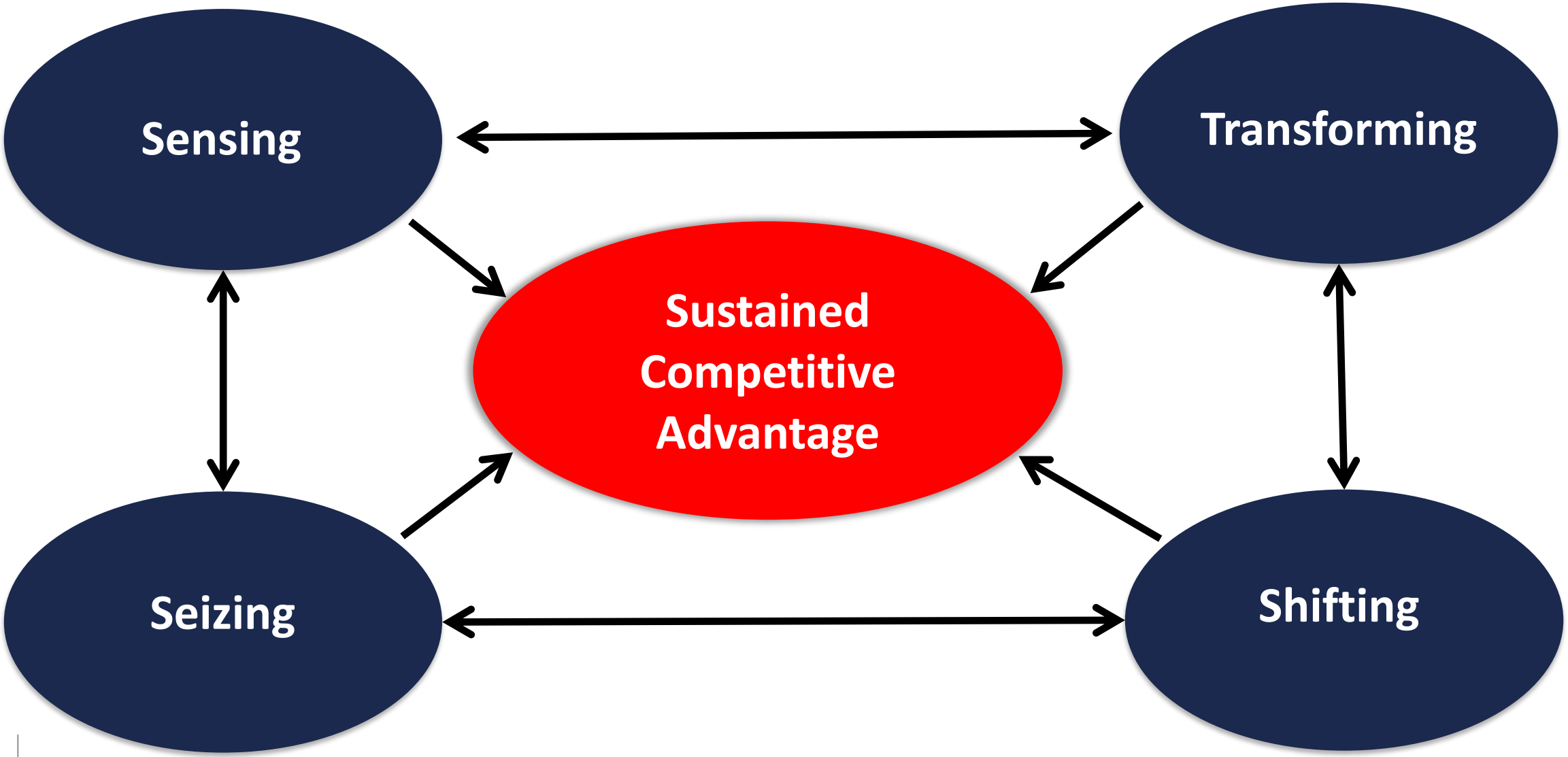
SARONIC GULF

3. & 4. Themistocles' Leadership: Seizing and Shifting

Vision realized, objectives achieved . . .

- One after another, Persian boats sink and about 40,000 Persian sailors are drown
- At the end of the day, estimates of Persian boats destroyed range from 300-900. One year later, the official count of boats in the Persian navy was around 300, which was a reduction of 900 from the number that entered the Straits of Salamis.
- The Greeks lose about 41 boats
- Xerxes retreats to Asia with most of his army. Within a year the Persian army is out of Greece.
- Themistocles' significance:
  - ✓ Much of modern Western society, its philosophy, science, personal freedom and democracy are rooted in the legacy of Ancient Greece.
  - ✓ A Persian victory at Salamis, coupled with a successful invasion of the Peloponnesians, might have changed the trajectory of human history.
  - ✓ The blossoming of the highly influential Athenian culture occurred only after the Persian war was won.

Sustained Competitive Advantage



Concluding Comments about the Strategic Framework

1. The neglect of any one of the elements of this framework can cause the strategy to fail. Strategy is more than front-end research, decision-making and planning. It's a comprehensive set of executive responsibilities required to achieve objective and create value. Relevant for inorganic, organic and business ecosystem strategy.
2. Don't neglect transforming. Organizations are perfectly structured to get the results they currently get. If you want better results, you and your organization will have to change.
3. Developing capability in each of the four areas of this frameword involves more than developing best practices; the linking or orchestration of best practices into strategic processes.
4. Your capabilities should be designed for the unique requirements of your market, your competitive environment and strategy.
5. The execution of these core elements is not necessarily sequential. Great leaders do all of these all the time

Capability Is More than Best Practices

Example of a Transformational Capability that Requires the Orchestration and Coordination of Several Best Practices (Shell Global Exploration)

“Strategic orchestration of human resources: to recruit, train and deploy talent in a timely and efficient manner, into the ventures and projects with the highest economic value (safely deploy the right people, into the right seats, doing the right thing, with the right people, at the right time, in the right place).”

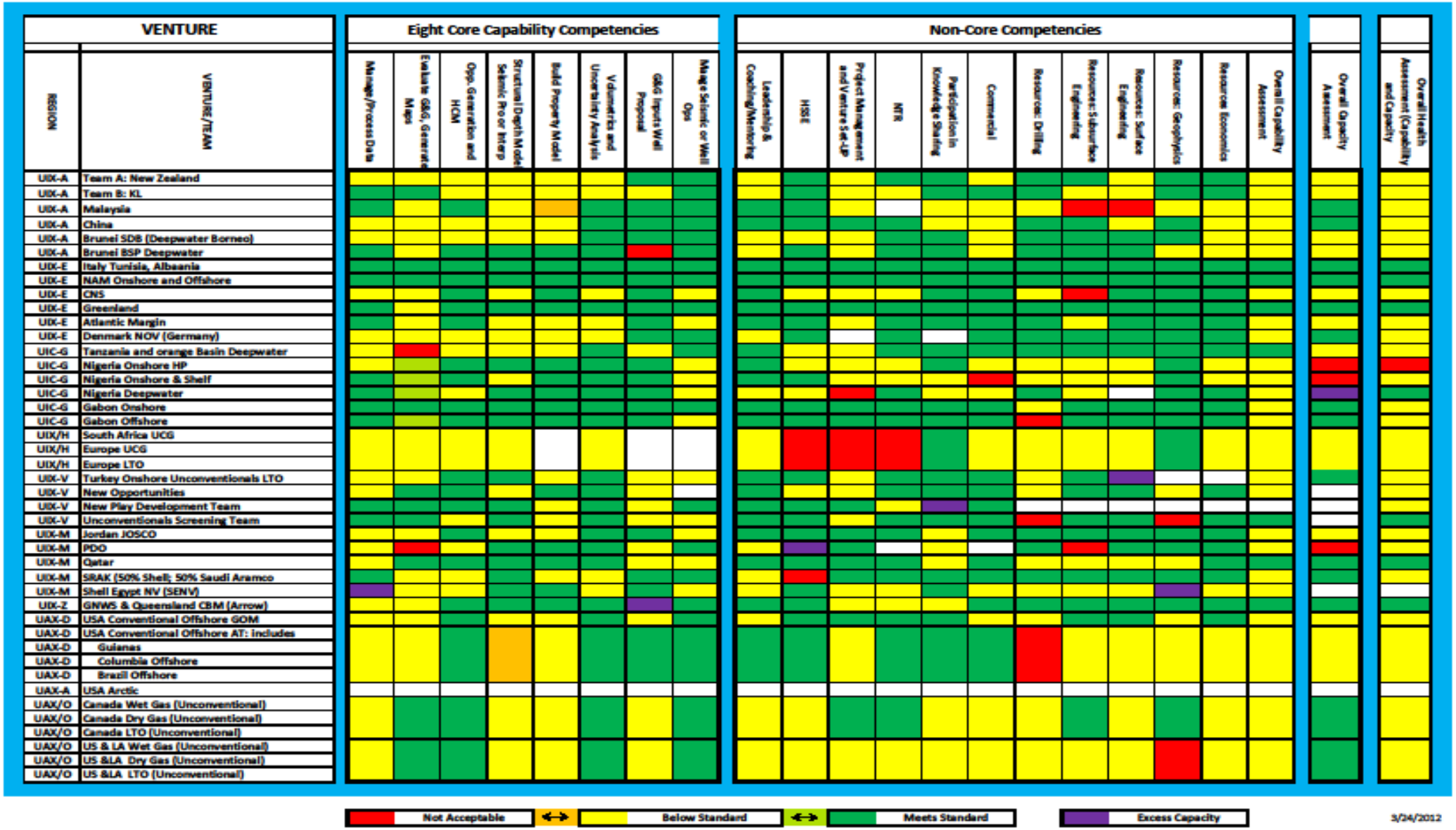
Your Strategic Capabilities May Be Unique to Your Organization

Example of a Sensing capability that responds to a specific need for intelligence at the executive level when making global portfolio decisions (Shell Global Exploration)

When making strategic portfolio decisions (i.e., prioritizing Ventures), in investment proposals, add to the science (volume and risk predictions), relevant and timely information about the current state of organizational capability pertinent to that venture.

2012 Global Exploration HealthCheck Data Analysis

Modified for illustrative purposes



Thanks for listening.

My great hope for you all is that whatever you want, whatever dominant desire is burning in your heart, that you'll find a way to get it.

Paul Feiler, Ph. D.
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Houston TX 77002
713-256-9039
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