

Refreshing your strategy:

The art of noticing and choosing your next wise action



The Learning & Impact Series

Colin Pinks
Cranfield Trust Volunteer
15 April 2026

Morgan Stanley

Our **pro bono** services

Cranfield Trust services are delivered free of charge to frontline voluntary organisations, thanks to the support of our funders, donors and volunteers



Management Consultancy

Advice to address organisation challenges and help charities achieve their goals.



On Call

Fast & effective specialist telephone support to help troubleshoot particular issues.



Peer to Peer

Small, facilitated groups for charity leaders to support collaboration and problem solving.



Mentoring

Providing an opportunity for charity leaders to discuss any issues in their roles.



Resource Library

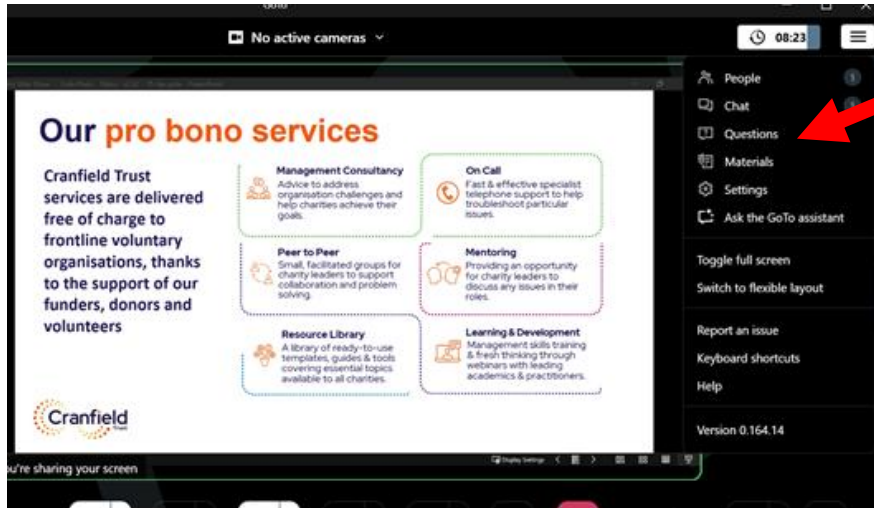
A library of ready-to-use templates, guides & tools covering essential topics available to all charities.



Learning & Development

Management skills training & fresh thinking through webinars with leading academics & practitioners.

Webinar housekeeping



- Please use the question box to ask questions
- Everyone is muted during this webinar
- Recording and slides will be shared



Refreshing your strategy: The art of noticing and choosing your next wise action

Colin Pinks

Today

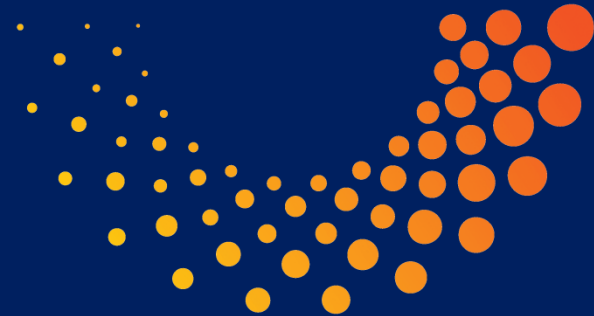
- Pose questions, rather than answers
- What is strategy?
- Why we need a different view?
- Ways to do this
- Tools and signposts

Who am I?



Who am I?





**yorkshire's
brain tumour
charity!**

**Every day, someone in
Yorkshire is told that
they have a brain
tumour.**

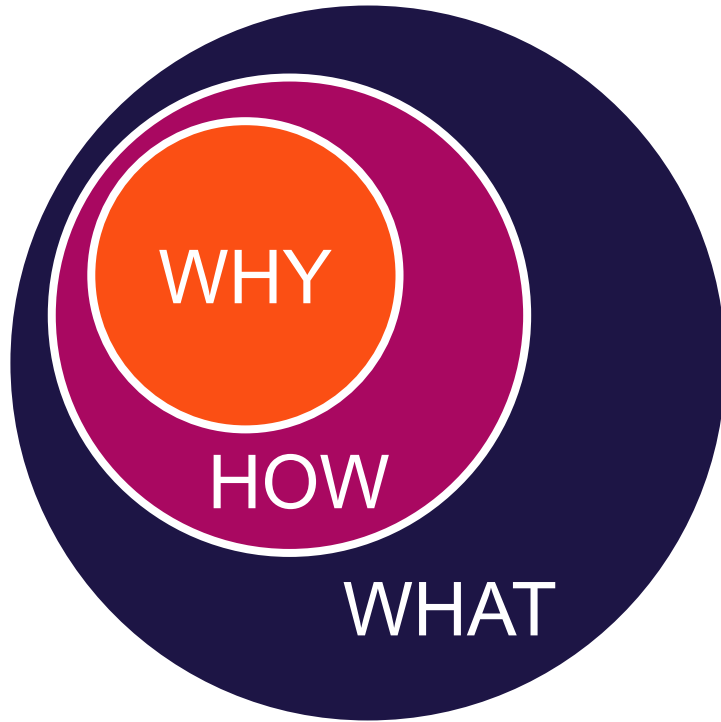
Yorkshire's Brain Tumour Charity
provides vital support to brain
tumour patients and their loved
ones, whilst also funding innovative
clinical research in our region.

[Donate](#)





WHAT IS STRATEGY?



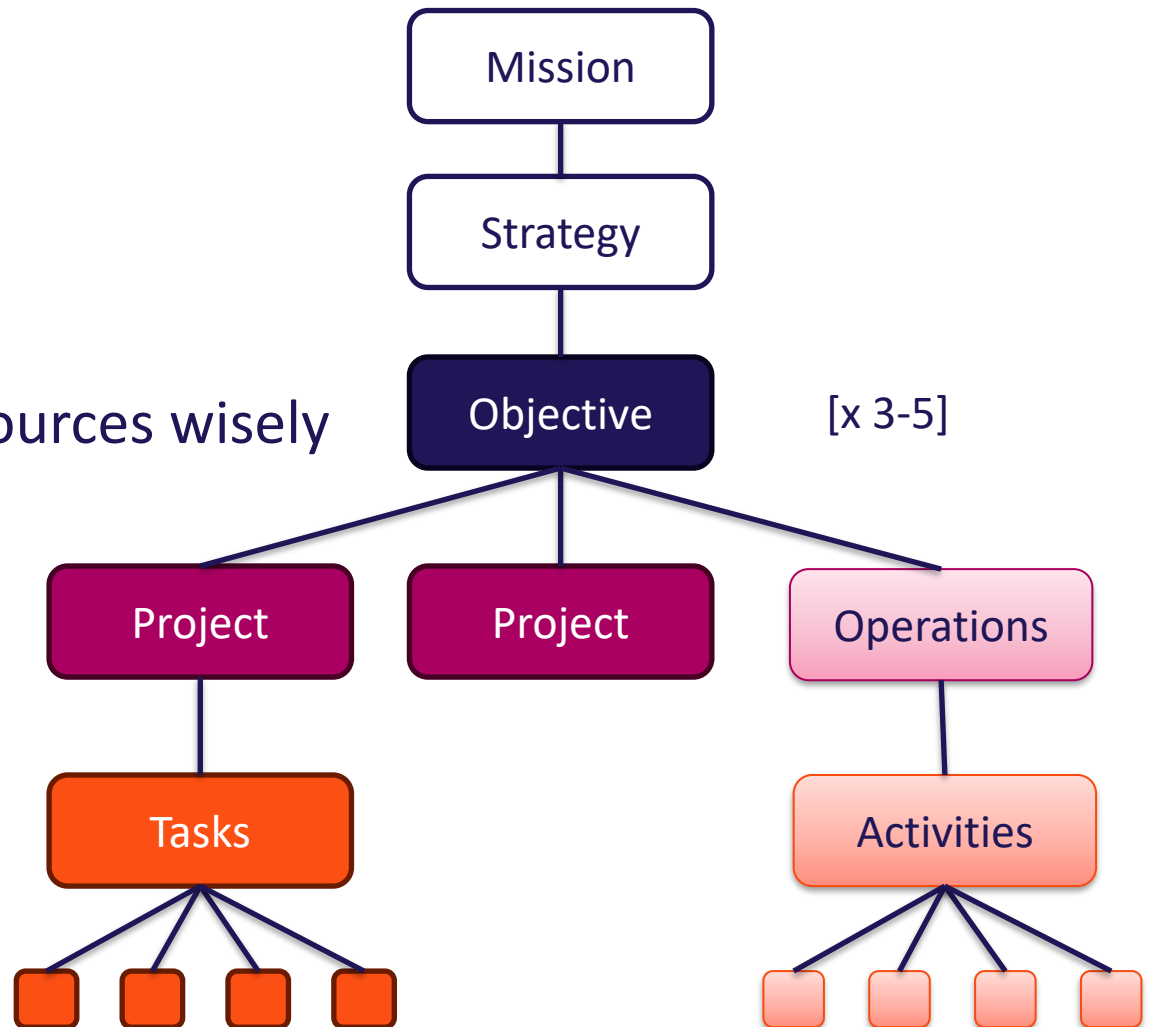
Products, services,
actions, results:
WHAT you do

Strategy:
HOW you do, what you do
in service of
your WHY

Track the value

Link to your mission

Use your time and resources wisely





Yorkshire is told that they have a brain tumour.

Yorkshire's Brain Tumour Charity
provides vital support to brain
tumour patients and their loved
ones, whilst also funding innovative
clinical research in our region.

[Donate](#)

yorkshire's
brain tumour
charity!

What we do



Fundraising

We're funded entirely by
voluntary donations — and
we'd love you to get
involved and support our
work.

[More Info](#)



Support

We support patients and
their loved ones through
the life-changing impact of
a primary brain tumour
diagnosis.

[More Info](#)



Research

We invest in early-stage,
innovative research across
Yorkshire to help drive the
breakthroughs of the
future.

[More Info](#)

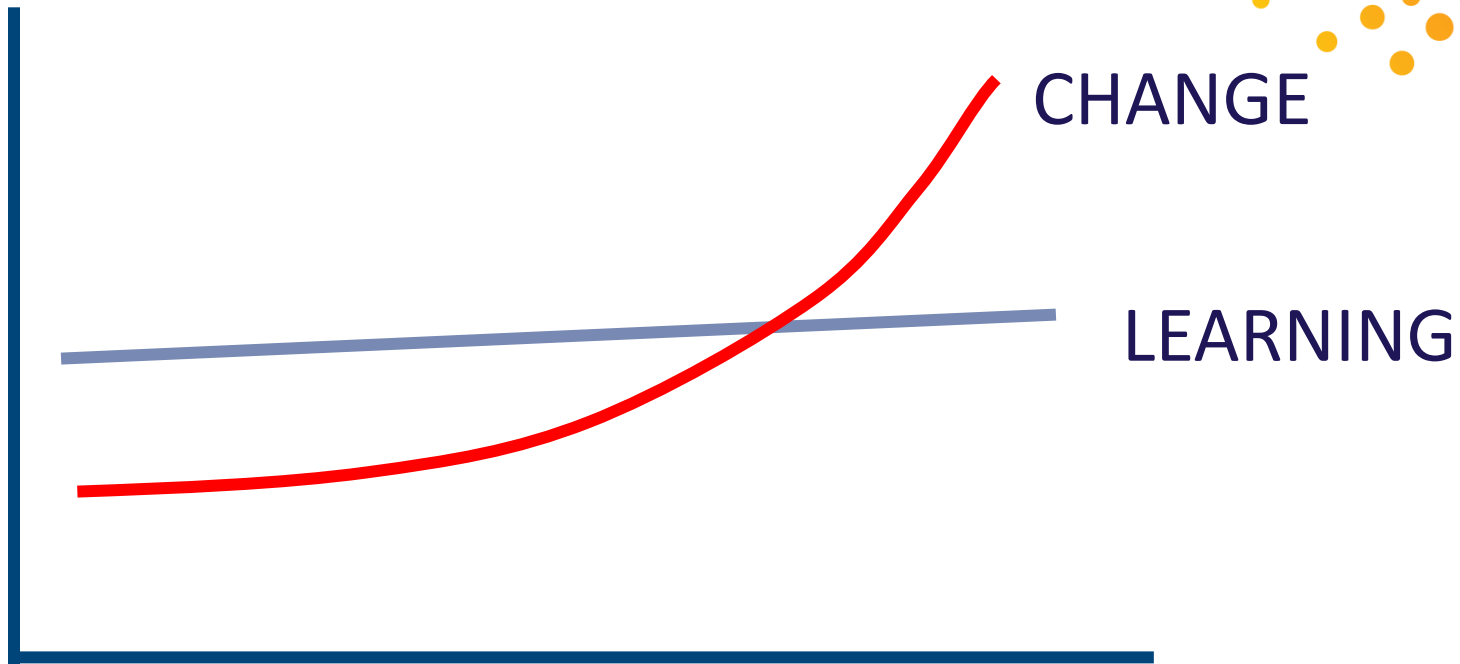
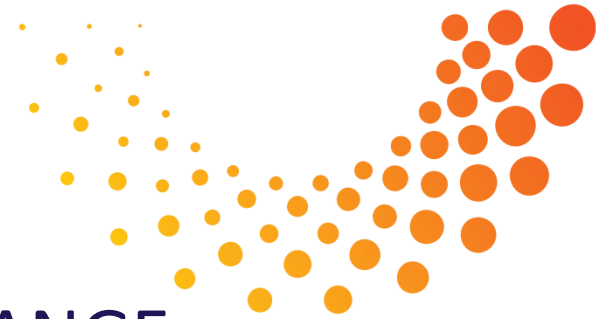




WHY TALK ABOUT REFINING?



“We do our strategy every 3 years or so”



Why adapting is important?

Rate of change
+
Reduced resources
+
Distributed knowledge
+
Complexity

The landscape is always changing?

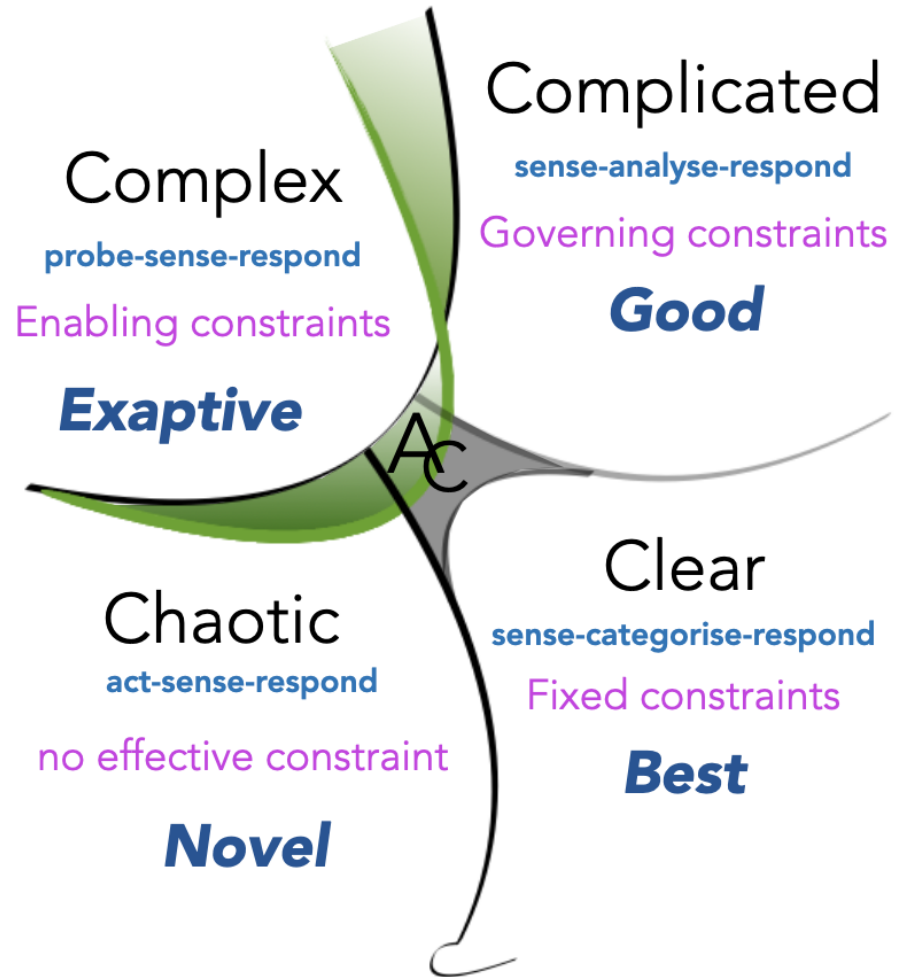
- Look outwards
- PESTLE
- SWOT
- Constraints
 - Time, money, resources, quality



LEARNING FROM COMPLEXITY SCIENCE

Complexity - Cynefin

- Probe - Choose a context
- Sense - Notice
- Respond - Act



Complexity - Human Systems Dynamics

- What? - Notice
- So What? - Connect to your mission
- What Next? - Next Wise Action

The Art of Noticing

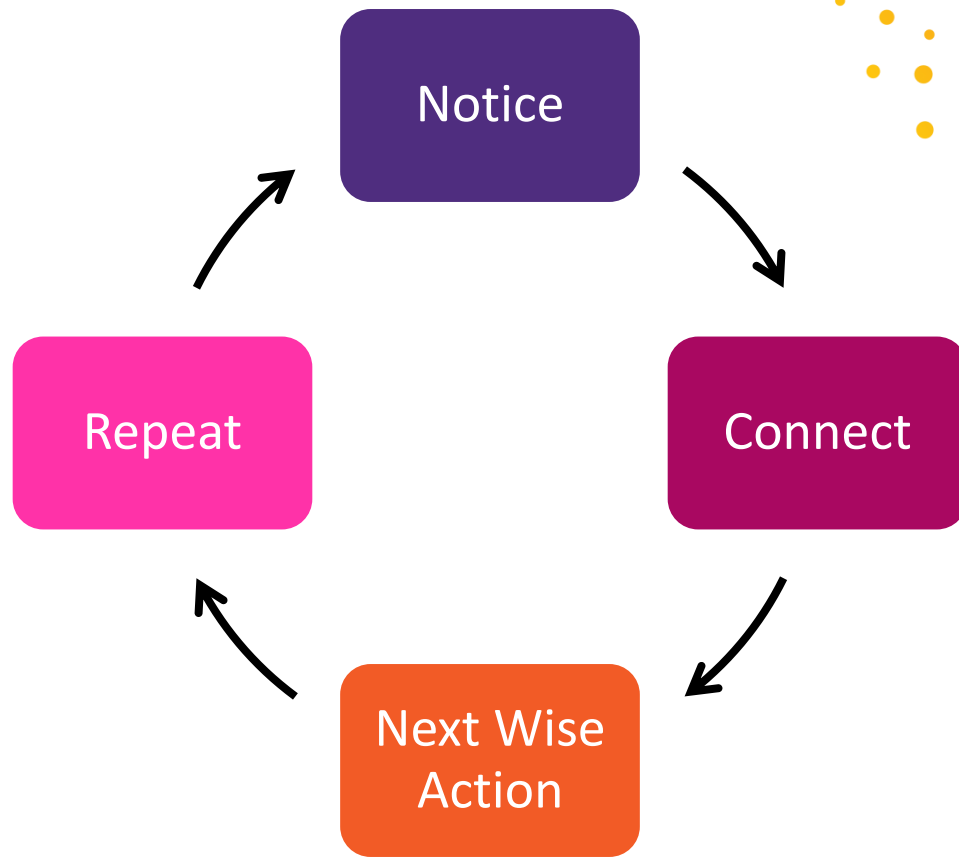
- The simple act of focussing your attention
- What is going on?
- What is the current state?
- What is changing?

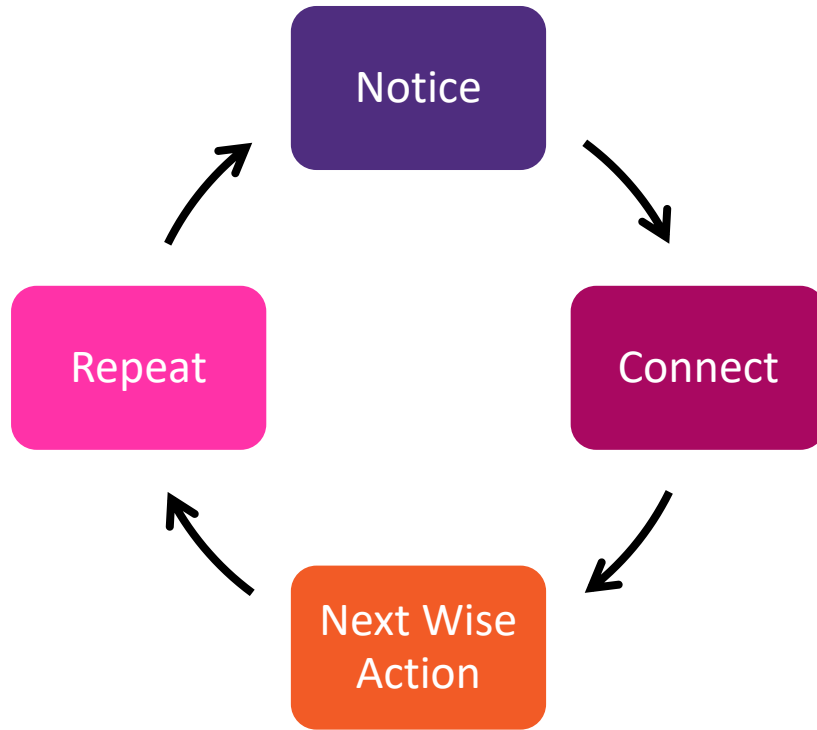
The Art of Noticing

Separate...

- Noticing
- Thinking
- Acting







‘Strategy should be an adaptive system’

Types of action

- More of / Less of ..
- Start / Stop
- Try something....and get feedback
- Keep doing ..

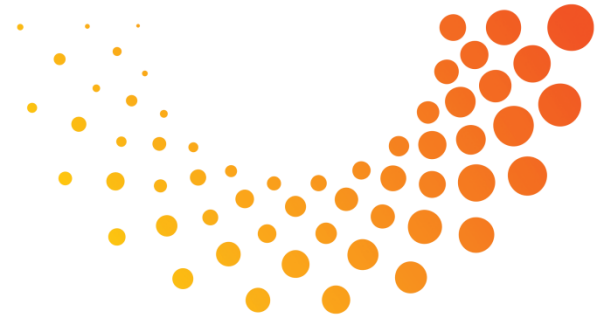
Levels of noticing

- External
- Team of Teams (Organisation)
- Team
- Relationships
- Self

Understanding your talents

- Core competencies
- What works
- Ask your customers / users

Mindset



“You are either comfortable or learning”

Mindset



“Get comfortable with being uncomfortable”

An adaptive mindset

- Things not going to plan, is part of the process
- Being honest about what is going on
- Be curious
- Perfection is not the objective



TOOLS AND METHODS



Models and frameworks are simply tools for structured noticing

- Observe
- Find meaning
- Derive Action

The landscape is always changing

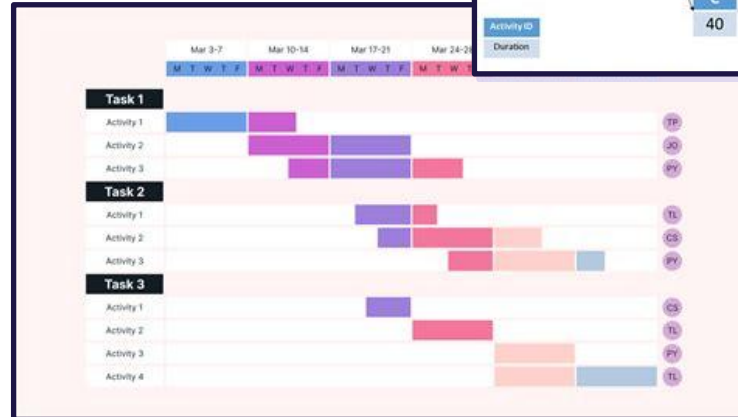
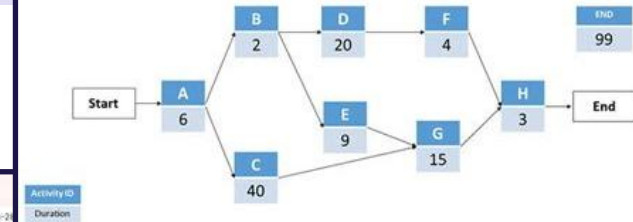
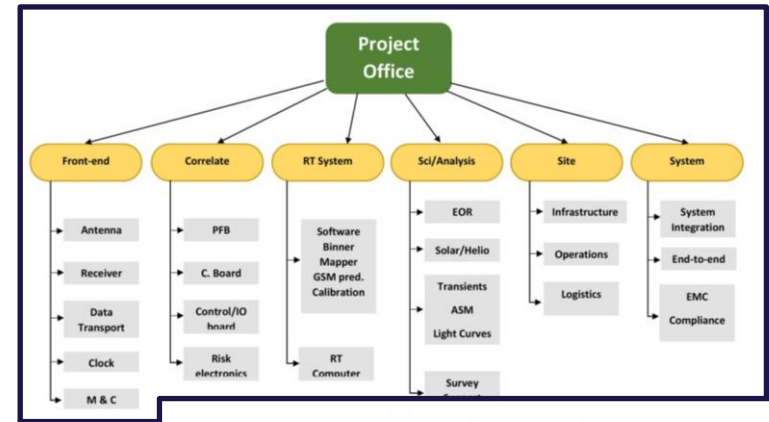
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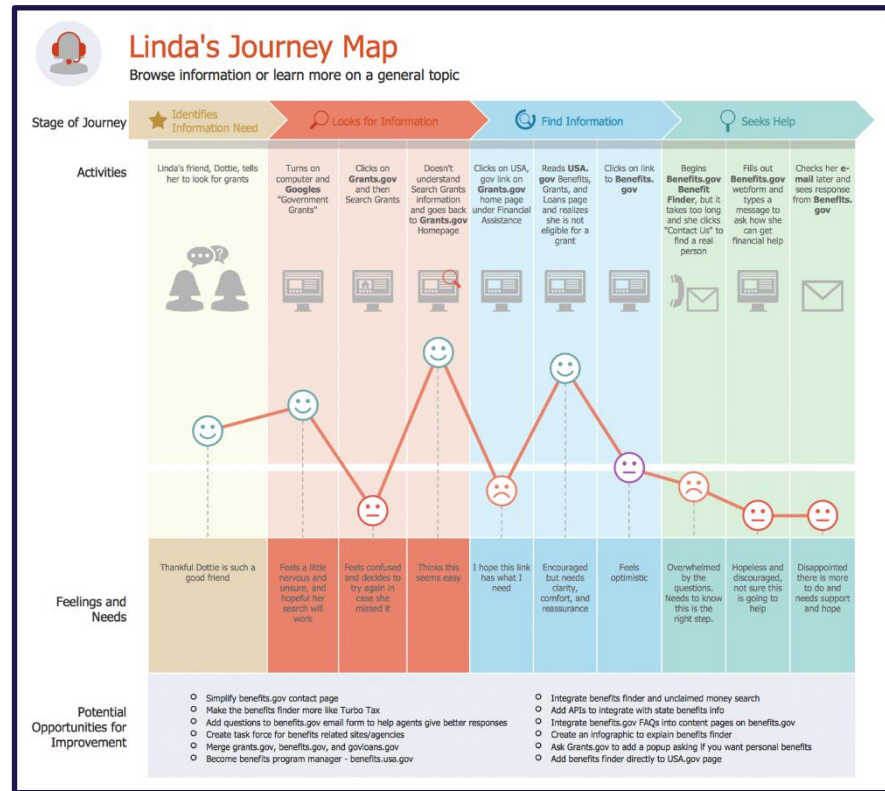
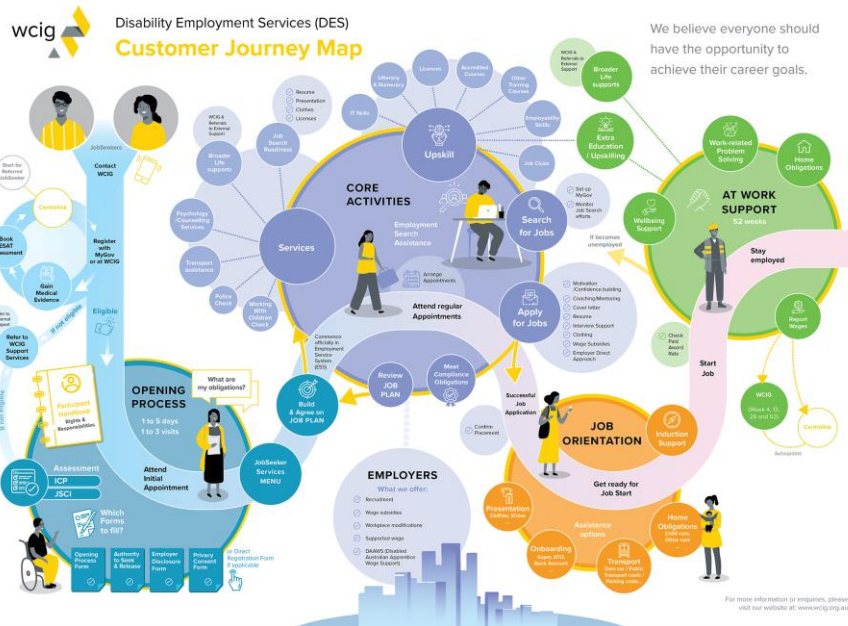
What's the landscape?

- Political
- Economic
- Social
- Technological
- Legal
- Environmental / Ecological

Decomposition

- Objectives
- Product breakdown structure
- Work breakdown structure
- Network diagram
- Estimation
- Schedule





Customer Journey Map

- User centricity
- Understand their experience
- All of the elements required to meet the desired experience



Visualising – LEGO®



Dynamic strategy – sport



Dynamic strategy – sport



- State of readiness
- Observe shot
- Where are the spaces?
- Play shot
- Observe changes
- Next movement?

Summary

- Clarity of mission
- Notice
- Make meaning
- Next wise action
- Repeat

Today

- Pose questions, rather than answers
- What is strategy?
- Why we need a different view?
- Ways to do this
- Tools and signposts

Going forward

- Get everyone clear on your mission and key objectives
- Develop tools for noticing
- Embrace an adaptive way of being
- Have a go - do experiments
- Perfection is not the objective



Questions?



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Thank you to Colin for delivering such a fantastic webinar.

The recording will be emailed to you all by the end of next week.

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S: Follow us on LinkedIn for latest news



We're here to help with our pro bono services and resources:

- Management consultancy
- Mentoring programme
- Resources and useful signposting
- Facilitated Peer to Peer Exchanges
- Cranfield Trust On Call
- Online webinar library and resources