



Business value.

The foundation CI strategy is built on.

Why do you actually need CI? Get this wrong, and everything built on top of it inherits the mistake.

SWIPE →



WHERE WE LEFT OFF

Episode 05 established ownership: who is accountable, and what it means.

Ownership of what, though? CI strategy still has to answer the harder question first.

THE QUESTION BENEATH THE QUESTION

Why do you need CI in the first place? Get the answer wrong, and ownership has nothing solid to stand on.



THE VAGUE ANSWER

Ask most organizations why they need CI, and the answer drifts.

“We want to change the culture.” “We need new ways of working.”

Neither is wrong. Both are incomplete – and both invite the same next question.

THE NEXT WHY

Why do you need new ways of working? Why does the culture need to change?



THE HONEST QUESTION

“Why do you need new **ways of working?**”

“Why does the culture need to change?”

Pose the real question, and there’s only one real answer.

WHERE THE ANSWER ACTUALLY LIVES

**A problem named “culture” or “new ways of working”
is not yet a problem you can solve.**



THE REFRAME

CI exists to help the business **navigate towards value and opportunity**

and close the gaps between where it is and where it is aspired to be.

CI strategy starts here, as **relevance means sustainability.**

WHAT THIS IS MEASURED IN

CI strategy — anchored in business priorities.

Not invented for CI — shared with how the business measures itself.



THE MISCONCEPTION

**Ask most people what CI looks like,
and the answer is a projects' pipeline.**

A queue of improvement projects, moving through stages, getting tracked.

That's not CI strategy. That's CI administration.

THE DIFFERENCE

A pipeline tracks activity. CI Strategy points it at value.



WHAT IT'S ACTUALLY FOR

CI strategy is about navigating **the business towards value**

In how performance is managed. How meetings are run.

How decisions are made. How problems are solved.

At management level. At the front line. **Everywhere it operates.**

WHAT THIS REQUIRES

Knowing the business well enough to see where value is actually generated or lost.

Not a CI skill alone — a business integration, active & targeted presence.



SACRED RESOURCES

CI capability is always **scarce**

So is the business's appetite to fund it everywhere at once.

Direction has to be chosen, starting from where value is clearest.

Trust and credibility get earned there first.

Scale comes after, **not before.**

THE SEQUENCING DISCIPLINE

Going everywhere at once means **going nowhere with conviction.**

One real result earns the right to ask for **the next one.**



NOT AN ARM. A WEB.

**CI doesn't operate from one fixed position.
It is where opportunity & potential is,**

sensing where to act, not waiting to be assigned.

CI has an organizational home – a team, a reporting line, but it is

Less a department. More a **web, reaching across the business.**

THE TEST

A web doesn't wait for a project to be assigned to it.

It feels the tension and is already there.



THE TAKEAWAY

CI isn't a parallel project. It's a daily choice.

It's a choice — to be efficient, purposeful, and value driven in every part of the business.
Every day, at every level – **improving the work is the work.**

IF THIS RESONATED

- Follow Anna Plekhanova for more on CI, transformation, and operating models.
- Save this for your next CI strategy conversation.
- Agree, disagree, or seen this firsthand? Leave a comment.
- Visit annaplekhanova.com for more of my thinking and work.