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We would never run a turnaround the way we run our strategy.

Nobody in our industry confuses a turnaround with the weeks the plant is offline. Those weeks are only the visible part. **Behind them is a year or more of work, with almost every function involved**, because a delay costs not only money but production.

Strategy is rarely treated that way. The workshop is the part everyone sees, and it is often taken for the whole job.

The two differ in many ways: in the time they are given, in the depth of analysis behind them, in how much is learned from the one before. One difference I would like to look at more closely.

A turnaround is planned across functions from the start, because the plant restarts only when every part of it is ready. Strategy material is mostly prepared function by function, and it meets the rest of the business for the first time in the room. So the questions between functions come up in the session, if they come up at all: where one plan depends on another, where two priorities need the same people, where a risk in one area lands in another. By then, there is no time left to work them through.

None of this is a lack of care. It is how the work is usually set up.

A turnaround gets the time it needs because the cost of getting it wrong shows within weeks. **The cost of a strategy that is not coherent, where parts of the business aim in different directions, is just as real. It only takes longer to show.**

Our strategy decides far more than any turnaround. **Even an imperfect strategy moves the business forward. Given the time and attention it deserves, it accelerates the business towards its long-term vision and goals.**

#Strategy #StrategicPlanning #CorporateStrategy #Leadership #Oil&Gas