

**Every organization has
two versions of strategy.**

The one it declares.

The one people infer.

The declared strategy lives in:

Plans.

Budgets.

Targets.

Presentations.

Leadership messages.

The inferred strategy lives
in repeated choices.

People watch:

What gets funded.

What gets rewarded.

What gets escalated.

What gets tolerated.

What gets deferred.

And adjust their behaviour accordingly.

**When declared and inferred
strategy align, execution
accelerates.**

When they diverge, people have
to interpret the contradiction
themselves.

That creates noise.

The gap can reveal:

Competing priorities.

Unspoken trade-offs.

Legacy behaviours.

Misaligned incentives.

Or simply a strategy that has evolved faster than the organization.

**Organizational reasoning starts
by making that gap visible.**

Declared intent.

Observed behaviour.

Actual outcomes.