Try to kill us.

Session _____

Date _____

Imagine you are a competitor trying to put your own company out of business. What would you attack first? Then decide what to change.



1 INVITATION

"You are a competitor with the resources to take us on. How would you put us out of business? Which weaknesses would you exploit?" Make it clear that this is about challenging the business, not attacking colleagues. Do not defend existing decisions or jump to solutions yet.



2 SPACE AND MATERIALS

Each group gets sticky notes or a shared digital board. One specific threat per note. Keep a separate area for responses, so identifying weaknesses and fixing them do not mix.



3 PARTICIPATION

Start with a few minutes of individual thinking. Let everyone share before discussing. Ask for concrete attacks rather than vague statements such as "we need to innovate."



4 GROUPS

Groups of 3 to 4. Mix functions and perspectives. Each group plays a competitor attacking the same company.

The five structural elements come from Liberating Structures: this card includes content from liberatingstructures.com by Keith McCandless, Henri Lipmanowicz and Nancy White. Licensed under CC BY-SA 4.0, and so is this card.



5 STEPS AND TIME

1. **Set the target** · 5 minutes
   Agree on the company or business unit and what being put out of business would mean.
2. **Find ways to beat it** · 10 to 15 minutes
   Think alone, then share in your group. What would a competitor offer, remove or do differently to make customers choose them?
3. **Make the threats specific** · 10 minutes
   Describe how each attack would work and which weakness it exploits. Stay with the threats before proposing fixes.
4. **Compare and prioritise** · 10 to 15 minutes
   Bring the groups together. Cluster similar threats. Which could do the most damage, and which weaknesses can you realistically address?
5. **Turn threats into action** · 10 to 15 minutes
   Choose a small number of responses. For each, a concrete next step, an owner and a review date. Do not end with only a wall of threats.

THE TARGET