MASTERING STRATEGY
MAKING STRATEGY A TEAM SPORT

ACTIVATE

Your strategic direction is clear but execution has stalled.

ACTIVATE is a fast, focused reset designed to turn agreed priorities into coordinated action.

4 Virtual
HALF-DAY SESSIONS

TYPICALLY
2 Weeks
FROM START TO COMPLETION

Our Promise

Across four virtual half-day sessions, your leadership team will confirm priorities, clarify ownership and agree how to coordinate action and review progress together.

THE CHALLENGE

Your strategic direction is clear.

Competing demands, unresolved trade-offs and unclear responsibilities are holding up the execution of your strategy.

An agreed plan is only the starting point. ACTIVATE helps your team resolve competing demands, commit resources and agree on who will do what, by when.

THE EXECUTION GAP

- Priorities are interpreted differently across the team
- Urgent day-to-day issues divert attention from agreed strategic priorities
- The team discusses the same obstacles to execution at meeting after meeting without agreeing on how to resolve them
- Progress depends on individual effort, not shared discipline
- Trade-offs remain unresolved, allowing too many initiatives to continue

WHY ACTIVATE WORKS

- Built around your team's real strategic picture, not a hypothetical case study
- Discussions end with clear decisions and agreed next steps
- The team focuses on issues that require leaders to decide together
- Priorities get pressure-tested against reality, not just approved on paper
- Establishes a regular schedule for reviewing progress and resolving obstacles

ACTIVATE IN ACTION

The decision is made. Why isn’t it happening?

The CEO confirms that launching a new service is a priority. Yet the team has not fully worked through what this means for existing customer commitments, departmental targets and other projects. Leaders understand the decision, but have not agreed what work will be deferred, how resources will be reassigned or how the consequences will be managed. The launch continues to slip.

ACTIVATE helps the team translate that decision into explicit trade-offs, coordinated commitments and clear responsibility for delivery.

PROGRAM OBJECTIVES

What your team will be able to do

1

Confirm shared priorities

Agree on which priorities require the team's attention and what successful execution will achieve.

2

Resolve competing demands

Decide what to continue, reduce, stop or defer so agreed priorities have the resources they require.

3

Address barriers to execution

Identify obstacles in culture, structure, governance, incentives or resources and agree on how to address them.

4

Coordinate action

Make dependencies and commitments between departments explicit.

5

Clarify ownership

Leave with a named owner and clearly defined responsibilities for each high-priority initiative.

6

Establish progress reviews

Establish a clear review schedule that keeps strategy visible after the sessions end.

WHAT'S IN IT FOR YOU

Benefits for individual leaders, the team and the organization

FOR THE CEO / SENIOR SPONSOR

Responsibility for execution becomes more clearly shared. Your leadership team leaves with agreed priorities, clear individual commitments and a process for reviewing progress together.

FOR THE LEADERSHIP TEAM AS A WHOLE

Your team spends less time reopening decisions and more time acting on them. With an experienced facilitator’s guidance, leaders resolve competing priorities, address concerns openly and agree how to move forward together.

FOR EACH LEADER

You leave knowing what you own, what others expect you to deliver, where your work depends on other leaders and how your function’s priorities and initiatives support the organization’s overall direction.

FOR THE ORGANIZATION

Priorities reflect the employees, time and funding available. Leaders communicate a consistent direction, and scheduled reviews help the team identify obstacles and agree on corrective action.

FOUR VIRTUAL HALF-DAY SESSIONS

From shared understanding to coordinated action

ACTIVATE is a facilitated working engagement – not a seminar, retreat or plan-writing exercise. The team identifies barriers to execution, confirms priorities and the initiatives that will advance them, clarifies ownership and schedules its first progress review.

Session 1 – Confirm priorities

Establish a shared understanding of the agreed strategy, assess progress and confirm which priorities require the team's attention.

Session 2 – Resolve obstacles and trade-offs

Identify barriers to execution, address competing demands and decide what to continue, reduce, stop or defer.

Session 3 – Coordinate action

Name an owner for each priority and initiative, clarify responsibilities and dependencies, and agree on next steps, milestones and measures of progress.

Session 4 – Mobilize and review

Agree on how leaders will communicate priorities and commitments, establish a schedule for reviewing progress and resolving obstacles, and agree on the first review date.

ACTIVATE is delivered virtually in four facilitated half-day sessions, typically over two weeks. In-person delivery over two days is also available.

IS IT RIGHT FOR YOU

A fast, focused reset when direction is clear but execution needs attention

GOOD FIT IF YOUR TEAM...

- has an agreed strategic direction but is struggling to turn priorities into coordinated action
- faces initiative overload and inconsistent messaging
- needs a concentrated execution reset rather than a longer development program
- is ready to decide what to stop, not just discuss the trade-offs

MAY NOT FIT IF YOUR TEAM...

- has not yet reached agreement on its overall strategic direction
- needs substantial work on how leaders make decisions, handle disagreement and work together
- needs to build broader, lasting strategic capability across the leadership team
- is not prepared to make difficult trade-offs or decide what to stop or defer

Four virtual half-day sessions to confirm priorities, clarify ownership and agree on how to turn decisions into action.

Is ACTIVATE the Right Starting Point?

ACTIVATE is designed for teams with a clear strategic direction that are struggling to turn priorities into action. If your team's main challenge lies elsewhere, another Mastering Strategy program may be a better starting point. We'll help you identify the program that best addresses what is holding your team back.

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Start a conversation with Chris Ward, Creator and Program Director, about turning the strategic priorities your team has established into coordinated action.

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