MASTERING STRATEGY
MAKING STRATEGY A TEAM SPORT

CLARIFY

Reach a clear decision on one pressing strategic issue.

Agree on what happens next.

3 Half-Days
OF LEADERSHIP-TEAM MEETING TIME

TYPICALLY
3 Weeks or Less
FROM FIRST SESSION TO FINAL PLAN

Our Promise

In three facilitated half-days over three weeks, your leadership team will resolve one pressing strategic issue and leave with clear commitments, named ownership and a focused 90-Day Action Plan.

THE CHALLENGE

When an important strategic decision remains unresolved

One unresolved strategic issue can consume a disproportionate amount of leadership time. The team recognizes its importance, yet members may see the issue differently, work from different assumptions or favour different courses of action. Meetings generate more discussion, but a decision the team can support remains elusive.

CLARIFY gives the leadership team a disciplined way to frame the issue, establish what is known, examine the choices and reach a decision it can carry forward.

CLARIFY is for organizations where:

The same question keeps resurfacing The team has been unable to reach a broadly supported decision.	**Leaders see the issue differently** Different facts, assumptions or priorities are shaping their views.
The decision is consequential It could significantly affect performance, resources or future direction.	**Resolution is essential** A sound decision and clear next steps are urgently needed.

What your leadership team will accomplish

01 Define the real issue

Agree on the decision to be made, why it matters and what a successful outcome must achieve.

02 Establish a shared fact base

Separate facts from assumptions and identify the questions that could materially affect the decision.

03 Examine the choices

Evaluate realistic options, implications and trade-offs against clear decision criteria.

04 Decide and commit

Reach a clear decision, confirm leaders' support and agree on who will do what and when.

From an unresolved issue to a clear decision

CLARIFY brings the leadership team together for three facilitated virtual half-days over three weeks. The facilitator reviews input, captures the team's conclusions and prepares the Strategic Alignment and Action Brief and focused 90-Day Action Plan.

BEFORE THE PROGRAM

Prepare

A preparation conversation with the team leader, confidential questionnaire and document review surface key perspectives, assumptions and questions.

SESSION 1 • HALF DAY

Frame the issue

Develop a shared definition of the issue, confirm the decision that must be made, establish desired outcomes and constraints, and separate facts from assumptions.

BETWEEN SESSIONS

Investigate

The facilitator synthesizes the team's input, identifies gaps and patterns, and prepares the questions and choices that require closer examination.

SESSION 2 • HALF DAY

Examine the choices

Test assumptions, develop and assess realistic options, make trade-offs explicit and determine what additional information is essential to the decision.

SESSION 3 • HALF DAY

Decide and commit

Clarify who has the final say and make the decision. Confirm how leaders will support it and agree on who is responsible for each action.

CLARIFY IN ACTION – AN ILLUSTRATIVE EXAMPLE

Should we enter a new market?

A company's leadership team is divided over expanding into a neighbouring market. Sales sees an opportunity for growth. Operations questions whether it can support additional customers. Finance wants stronger evidence that the investment will pay off. The question returns to the agenda time after time, but remains unresolved.

Through CLARIFY, the team examines demand, delivery capacity and financial assumptions, then compares a full launch, a limited pilot and deferring expansion.

The CEO decides to proceed with a limited pilot, informed by the team's assessment. Leaders agree on the budget, responsibilities and measures of success. A focused 90-day plan sets out what must happen and when the team will review results before committing to further expansion.

A decision the team can act on together

By the end of CLARIFY, the leadership team will have two practical documents that capture both the decision and what happens next.

01 **Strategic Alignment and Action Brief**

A concise record of the issue, shared fact base, critical assumptions, options considered, decision reached and rationale.

02 **Focused 90-Day Action Plan**

Captures immediate priorities, named owners, dependencies, milestones, measures and review dates to guide implementation and track progress.

Engagement details

CLARIFY is designed for intact leadership teams with the authority to commit resources and act.

DELIVERY PERIOD	About 3 weeks, first session to final brief	**TEAM SIZE**	Up to 12 participants
LEADERSHIP TEAM TIME COMMITMENT	3 facilitated virtual half-days	**DELIVERY FORMAT**	Normally virtual. In-person by arrangement.

30 days after completion

A 90-minute virtual progress review examines what has happened since the decision, addresses obstacles and confirms necessary adjustments to the 90-day plan.

CLARIFY is part of the Mastering Strategy program family. For information on our full range, check out our website at MasteringStrategy.net.

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What pressing issue do you need to resolve?

Let's have a confidential conversation about how CLARIFY can help your team progress. Contact Chris Ward, Creator and Program Director:

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