MASTERING STRATEGY
MAKING STRATEGY A TEAM SPORT

NAVIGATE

A Strategic Response Sprint for Leadership Teams Facing Disruption and Uncertainty

Make the decisions that cannot wait.
Prepare for what may come next.

4 Half Days
OF LEADERSHIP-TEAM MEETING TIME

TYPICALLY
15 Business Days
FROM FIRST SESSION TO FINAL BRIEF

Your Team's Outcome

Your team will agree on what to do now, what to prepare for and what would trigger a change in response – with clear responsibilities and a focused 90-day action plan.

THE CHALLENGE

When uncertainty demands a response

Disruption and uncertainty can affect costs, margins, customer demand, supply chains and investment decisions. Leaders may interpret developments differently, favour competing responses or hesitate to commit while the outlook remains unclear.

Waiting for certainty may seem prudent, but delay can narrow the organization's options and make a coherent response more difficult. Acting without a shared understanding can lead to conflicting decisions and unnecessary spending.

NAVIGATE helps the team establish a shared view of the situation, understand where the organization is most exposed, assess its options, decide what to do now, and prepare for what might come next.

When NAVIGATE can help your team

Decisions cannot wait Pricing, investment or resource decisions must be made before the outlook is clear.	**Waiting is delaying action** Important commitments remain on hold while leaders wait for greater certainty.
Leaders are responding differently Departments are making decisions based on different assumptions.	**Existing plans need rethinking** Changing costs, demand or supply conditions are putting current priorities in doubt.

Agree on what to do now and when to change course

ACT NOW

Agree which actions should begin immediately.

PREPARE

Agree on how your team would respond to possible changes and what it can do now to be ready.

MONITOR

Decide what to monitor, who will track it and how much it must change before your team responds.

THE ENGAGEMENT

How the sprint works

NAVIGATE combines four facilitated virtual half-day workshops with focused preparation and work between sessions, typically over 15 business days.

Normally virtual. In-person facilitation may be considered by arrangement.

BEFORE THE SPRINT Prepare	A planning discussion with the team leader, confidential participant questionnaire and targeted review of relevant information identify the most important uncertainties, exposures and decisions.
SESSION 1 • HALF DAY See clearly	Establish a shared fact base, assess the organization's exposure and identify the assumptions and decisions requiring leadership attention.
SESSION 2 • HALF DAY Test the options	Test current plans against plausible developments and compare possible responses. Examine benefits, costs, timing and trade-offs, and identify what needs checking before the team commits.
SESSION 3 • HALF DAY Decide deliberately	Agree on what to do now, what to prepare for and what to continue, pause or stop. Define the conditions that would call for a different response, who will monitor them and who has authority to act.
SESSION 4 • HALF DAY Move together	Confirm priorities, responsibilities, resources, dependencies, milestones and leadership messages. Agree on the focused 90-day plan. Confirm what will be monitored, when action is needed and who is responsible for the response. Establish a routine for reviewing progress and changing conditions.
BETWEEN WORKSHOPS Check & develop	Participants gather targeted information, consult relevant colleagues and check the costs, capacity and lead times associated with proposed responses. As decisions take shape, action owners confirm resources and milestones, while monitoring owners check that the agreed signals can be tracked. Mastering Strategy consolidates findings and prepares working documents so each workshop builds on the last.

Clear decisions without waiting for certainty

Your team does not need certainty about what comes next. It needs clear decisions, prepared responses and agreement on which changes would require action.

THE DELIVERABLES

Three practical tools to guide action now – and as conditions change

01 **NAVIGATE** Strategic Response Brief

Records the team's shared understanding of the situation, the organization's material exposures, the assumptions behind its decisions and the response it has agreed on.

02 Focused 90-Day Strategic Response Plan

Sets out how decisions will be carried forward, with clear priorities, named owners, resources, dependencies, milestones and review dates. Distinguishes immediate action from preparation for possible developments.

03 Decision-Trigger Dashboard

Records what to monitor, the thresholds or events that call for a response, who monitors them and who has authority to act.

Example of a dashboard entry

WHAT TO MONITOR	WHEN TO ACT	WHO MONITORS	AGREED ACTION
Cost of a key purchased component	Confirmed increase of 5% or more over the agreed baseline	Purchasing Director	Finance and Sales assess the margin impact and bring pricing options to the CEO

Thirty days after completion

A virtual progress review assesses implementation, tests assumptions and checks whether new developments call for action. The team addresses obstacles and confirms any adjustments to priorities, responsibilities or the 90-day plan.

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Facing decisions that cannot wait?

Let's discuss the uncertainty your team faces, the decisions it needs to make and whether **NAVIGATE** could help you agree on a practical response.

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