MASTERING STRATEGY
MAKING STRATEGY A TEAM SPORT

SIX FACILITATED PROGRAMS FOR SENIOR LEADERSHIP TEAMS

Better decisions. Stronger teams. Better results.

CLARIFY
Resolve one pressing issue

ACTIVATE
Get execution moving again

NAVIGATE
Respond to disruption

PORTFOLIO
Create greater value across businesses

TRANSFORM
Build shared strategic capability

LEADING TOGETHER
Turn individual strengths into collective performance

Strong individual leaders. What can they achieve together?

Your senior leaders bring experience, expertise and commitment to their roles. Your organization also depends on what they accomplish together: decisions that involve several departments, priorities that compete for resources and commitments that require colleagues to follow through.

When the ways in which leaders work together are less effective than they could be, the effects reach well beyond leadership meetings. Employees receive conflicting direction. Work is delayed or repeated. Important decisions keep returning to the table, and the team leader spends time resolving issues that colleagues could address together.

Do any of these sound familiar?

Decisions are reopened without resolving the underlying disagreement.	Departments pursue priorities that conflict with one another.
Difficult issues remain unresolved or are raised too late.	Commitments lack clear ownership and follow-through.
Resources are stretched across too many initiatives.	Day-to-day demands push agreed priorities aside.

Help your leadership team achieve more together

Mastering Strategy offers six facilitated programs that help senior leadership teams address important business challenges, develop strategic capability and improve how they work together.

Each program combines practical work on the team's own responsibilities with opportunities to strengthen how leaders think, decide and act together. An experienced facilitator helps them examine assumptions, work through differences and agree on a way forward. Your leaders make the decisions and remain responsible for carrying them through.

DEVELOP YOUR LEADERSHIP TEAM

Build the capabilities your organization depends on

Two programs help your leadership team develop a shared approach to its work. Choose according to the capability you most want to strengthen.

TRANSFORM

Strengthen your team's ability to lead strategy

For leadership teams seeking to strengthen how they think strategically, make choices and lead execution together. Eight sessions develop a shared strategic language, practical decision tools and a consistent approach to examining issues, setting priorities and coordinating action. Leaders apply their learning to their organization's business challenges.

Your team gains: A shared approach to thinking strategically, making decisions, leading execution and adapting to changing circumstances.

Format: Eight facilitated virtual sessions, held every two weeks or on a flexible schedule to suit your leadership team.

LEADING TOGETHER

Turn individual strengths into collective performance

For teams seeking clearer decisions, constructive disagreement, better coordination and consistent follow-through. Five sessions help leaders develop practical agreements and routines using organizational issues or realistic examples. A good fit for new teams, teams integrating new members and established teams seeking to work more effectively together.

Your team gains: A Leadership Team Working Agreement capturing agreed practices for decisions, discussion, coordination and follow-through, supported by practical tools and a separate 60-day implementation plan.

Format: Five three-hour virtual sessions over four to six weeks, followed by a 90-minute virtual review after 60 days.

ADDRESS A SPECIFIC CHALLENGE

Clear decisions. Focused action.

When a particular issue needs attention, these programs help your leadership team agree on a response, responsibilities and next steps.

CLARIFY

Resolve one pressing issue

Resolve an issue that is delaying action. Examine assumptions, weigh options and trade-offs, and reach a shared decision.

Your team gains: A Strategic Alignment and Action Brief capturing the decision and rationale, plus a focused 90-day action plan with priorities, responsibilities and next steps.

Format: Three virtual half-days over three weeks, plus a virtual progress review after 30 days.

ACTIVATE

Get execution moving again

When execution stalls, ACTIVATE helps leaders confirm priorities, resolve competing demands and resource trade-offs, and clarify responsibilities and commitments.

Your team gains: Agreed priorities, clear commitments and responsibilities, and a schedule for reviewing execution.

Format: Four virtual half-days over two weeks. In-person delivery can also be considered.

NAVIGATE

Respond to disruption and uncertainty

Make decisions that cannot wait. Assess exposure, test assumptions, and decide what to do now, how to prepare for possible changes and which developments to monitor.

Your team gains: A Strategic Response Brief, a 90-Day Strategic Response Plan and a Decision-Trigger Dashboard identifying what to monitor, when to act and who is responsible.

Format: Four virtual half-day sessions, typically over 15 business days, followed by a virtual review after 30 days.

ALIGN BUSINESSES UNDER COMMON OWNERSHIP

PORTFOLIO

Create greater value across your businesses

For leaders of related businesses under common ownership who want to identify opportunities for collaboration and agree where coordinated action can create greater value.

Company leaders and the portfolio leader examine opportunities, consider implications for each business and agree where joint action makes sense, what each company will pursue independently and how decisions will be made.

Your team gains: An agreed Portfolio Strategy, a Decision and Opportunity Map and a 90-day action plan identifying priorities, responsibilities, milestones and progress measures.

Format: Four virtual half-days over four to six weeks, with company work between sessions and a virtual review after 60 days. In-person delivery may also be considered.

THE PRACTICAL VALUE

Make the benefits part of everyday work

Each program addresses a different need, but the value extends beyond the immediate assignment. Leaders develop practical approaches to making decisions, coordinating action and following through on commitments that they can continue using in their everyday work.

Clearer decisions

Challenge assumptions, weigh trade-offs and clarify responsibilities so leaders reach sound decisions and commit to action.

Better coordination

Identify and resolve competing demands, clarify how departments depend on one another and coordinate resources around shared priorities.

Stronger follow-through

Agree on who will act, when progress will be reviewed and how difficulties will be addressed.

Practical resources for continued use

Depending on the program, teams gain decision tools, workbooks, working agreements or action plans to guide their ongoing work.

RIGHT FOR YOUR TEAM?

For leaders whose results depend on working effectively together

Mastering Strategy works with executive and senior leadership teams in businesses, associations, not-for-profits and public agencies. These include intact executive, divisional, business-unit and functional teams, as well as leaders of related businesses under common ownership. The programs are most useful when:

- The team has shared responsibilities that require collective decisions and coordinated action.
- Its leader participates fully, alongside team members.
- Participants have the authority to make relevant decisions and commit to action.
- Leaders are prepared to examine their own practices and follow through between sessions.

Created from practical experience

Chris Ward created Mastering Strategy from more than three decades of work with CEOs and leadership teams on strategy, alignment and execution. His experience as a consultant, corporate executive and business owner has shaped six practical programs that help leaders address important business challenges while strengthening how they lead together.

Experienced facilitators guide the work, helping teams develop practical approaches they can continue using long after the program ends.

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Start a conversation

Tell Chris what your leadership team is facing. We will help you determine whether **Mastering Strategy** is the right fit – and which program best addresses your situation.

Contact Chris Ward, Creator and Program Director:

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