MASTERING STRATEGY
MAKING STRATEGY A TEAM SPORT

TRANSFORM

Build the Leadership Team Capability That Makes Strategy Work

Strengthen how your leadership team thinks strategically, makes sound choices and turns priorities into action.

Eight facilitated online sessions with practical application between.

THE CHALLENGE

Even strong leaders need a shared approach to make strategy work

Most senior teams are made up of capable, experienced leaders. Yet strategy depends on more than individual ability. It requires the team to interpret the situation together, make difficult choices, align behind those choices and follow through consistently across the organization. A new plan may clarify direction, but it does not by itself change how the leadership team works.

Without a shared discipline, the same strategic debates return. Priorities are interpreted differently. Trade-offs remain unresolved. Resources are pulled in competing directions. Review meetings drift back to immediate operational concerns, and execution depends too heavily on individual leaders driving things forward.

TRANSFORM builds the team's shared capability to address these challenges. Leaders develop practical ways to think strategically, make sound choices, coordinate action and sustain follow-through.

What makes TRANSFORM different

Executive education typically develops individual leaders. A facilitated retreat brings a team together to address a particular agenda. TRANSFORM builds the intact leadership team's strategic capability through learning and practice across successive sessions – strengthening how team members think strategically, make choices, align the organization and lead execution together.

Participants compare perspectives, examine assumptions and weigh trade-offs using situations they recognize from their own organization. The facilitator helps them explore both the strategic question and how they approach it as a team. Preparation and assignments between sessions extend the learning into everyday leadership.

The team develops a common strategic language, practical decision tools and shared ways of working it can continue using long after the program ends.

When TRANSFORM is the right choice

TRANSFORM is designed for organizations that want to build their executive or senior leadership team's shared capability to think strategically, make sound choices and lead execution together. It is particularly valuable when the team wants to:

- Develop a shared understanding of strategy and the team's responsibility for making it work.
- Interpret changing conditions, challenge assumptions and frame important issues more effectively.
- Weigh alternatives, make trade-offs and align resources around agreed priorities.
- Recognize how culture, structure, incentives and leadership behaviour support or undermine strategy.
- Turn strategic direction into coordinated action across functions or business units.
- Establish consistent ways to review progress, address obstacles and adapt as

Why eight connected sessions?

Developing a shared approach to strategy takes more than understanding the concepts. Leaders need opportunities to compare perspectives, practise making judgments together and learn from applying new approaches. Eight connected sessions give the team opportunities to build on what it learns and applies. Preparation and assignments link the learning to everyday leadership, while subsequent sessions give participants opportunities to discuss what worked, address difficulties and refine their approach.

Which program fits your team's needs?

Mastering Strategy offers six facilitated programs, each addressing a different leadership-team need. Choose **TRANSFORM** to build shared strategic capability. Choose **LEADING TOGETHER** to improve how leaders make decisions, work through differences, coordinate work and follow through on commitments.

For a pressing strategic issue, stalled execution or disruption, consider **CLARIFY**, **ACTIVATE** or **NAVIGATE**, respectively. **PORTFOLIO** brings leaders of businesses under common ownership together to agree where collaboration can create value and how to pursue those opportunities.

How TRANSFORM works

Eight facilitated online sessions that build your team's capability to lead strategy together

Across the program, your leadership team strengthens its ability to understand strategic context, make sound choices, create the conditions for execution, mobilize the organization and adapt as circumstances change.

Each session combines essential concepts, guided discussion and practical exercises. Participants use situations they recognize from their own organization to compare perspectives, question assumptions and practise making strategic judgments together.

The facilitator introduces concepts and tools, guides discussion and challenges participants' thinking. Preparation and assignments between sessions connect the learning to leaders' ongoing responsibilities. Later sessions provide opportunities to discuss what worked, address difficulties and refine their approach.

Learning together helps leaders develop a common strategic language and more consistent ways of making choices, aligning action and reviewing execution. These shared practices provide an approach the team can continue using as new challenges arise. TRANSFORM builds strategic capability. Producing a new or updated strategic plan is not a program deliverable.

TRANSFORM at a glance

Participants: Your intact leadership team of 5-12 members, including its leader.

Delivery: Online. In-person delivery can be discussed.

Time commitment: Eight facilitated sessions of 3.5 hours each – 28 scheduled hours, plus preparation, assignments and practical application between sessions.

Suggested schedule: Every two weeks, with dates agreed with your team.

Materials: Participant workbooks, reference guides, and practical tools for use during and after the program.

The eight sessions

Eight connected sessions that build your team's ability to think, decide, align and act together.

1

Session 1 – Building a Shared Approach to Strategy

Develop a common understanding of strategy and your team's shared responsibility for it. Recognize patterns that limit effectiveness and establish a solid foundation for thinking, deciding and acting together.

2

Session 2 – Examining the Strategic Situation

Practise examining evidence, challenging assumptions and combining perspectives to understand changes, opportunities, risks and their strategic implications.

3

Session 3 – Framing Issues and Exploring Alternatives

Build the discipline of asking the right strategic question before pursuing a solution. Practise looking beyond symptoms, considering different explanations and developing credible alternatives.

4

Session 4 – Making Strategic Choices Together

Improve how your team evaluates options and reaches decisions. Engage in constructive debate, work through competing views and make explicit trade-offs while keeping the interests of the whole organization in focus.

5

Session 5 – Recognizing What Enables or Constrains Success

Develop your team's ability to diagnose the organizational conditions affecting strategic success. Examine how capabilities, systems, structures and behaviours interact, and learn to distinguish underlying causes from symptoms.

6

Session 6 – Coordinating Action Across the Team

Strengthen how leaders turn decisions into coordinated action. Practise clarifying commitments, resolving competing demands and addressing dependencies, with clear ownership and follow-through across functions.

7

Session 7 – Leading Organizational Alignment

Build your team's ability to help others understand and act on strategic decisions. Practise communicating a consistent rationale, checking understanding and recognizing how leadership behaviour reinforces or weakens alignment.

8

Session 8 – Sustaining Strategic Discipline

Develop the shared practices that keep strategic thinking and action connected over time. Learn to review progress, revisit assumptions, adapt under pressure and hold one another accountable as part of everyday leadership.

Two ways to deliver TRANSFORM

TRANSFORM can be led by a Mastering Strategy facilitator or delivered by an experienced facilitator selected by your organization. Both options use the same eight-session program, participant materials, practical tools and applied approach.

DELIVERY BY ONE OF OUR TRAINED FACILITATORS

A Mastering Strategy facilitator leads the leadership team through all eight sessions. The facilitator introduces the concepts and tools, challenges assumptions, guides discussion, and helps leaders practise applying what they learn to situations they recognize from their own organization.

Best suited for: Organizations seeking experienced facilitation that brings an outside perspective and familiarity with the program's concepts, tools and methods.

DELIVERY BY A FACILITATOR OF YOUR CHOOSING

An experienced internal facilitator, or an external facilitator selected by your organization, delivers all eight sessions using Mastering Strategy's facilitator guides, participant workbooks and practical tools. A briefing before each session helps the facilitator prepare and address any questions about the program's concepts and tools.

Best suited for: Organizations that want to use their own facilitator and include TRANSFORM in their leadership development approach. Delivery to additional leadership teams requires a separate licence or agreement.

What your team gains

By the end of **TRANSFORM**, your leadership team will have developed:

- A shared strategic language for discussing context, assumptions, choices and execution.
- Practical tools for framing issues, comparing options and weighing trade-offs.
- A shared approach to resolving competing demands and making sound strategic choices.
- Ways to recognize organizational conditions that enable or constrain execution.
- Methods for clarifying commitments and coordinating action across functions and business units.
- A consistent approach to setting priorities, aligning resources and clarifying ownership.
- Review practices for assessing progress, addressing obstacles and adapting.
- Experience applying these methods together, with practical tools and workbooks for continued use after the program.

Recognize your team's strategic development

Optional Certified Strategic Leader designation

When TRANSFORM is delivered by a Mastering Strategy facilitator, organizations may choose to have the entire cohort pursue certification. To qualify, participants must complete all eight sessions and a final assessment demonstrating their understanding of the program's concepts and how its disciplines support strategic thinking, decisions and execution.

Those who meet the requirements earn the Certified Strategic Leader designation, receive a certificate and may use the CSL letters after their names.

For the organization, certification reinforces commitment to the program and provides visible recognition of the strategic leadership capability developed by the team and its members.

IS THIS RIGHT FOR YOU?

Make strategy a shared leadership capability

When strategic thinking, difficult choices and follow-through depend heavily on one or two people, the leadership team's contribution is limited. TRANSFORM helps the whole team develop a shared approach it can keep using as priorities evolve and new challenges arise.

Why organizations choose TRANSFORM

Develop the intact leadership team

Build a shared ability to think strategically, make sound choices and carry them through together.

Connect the learning to your organization

Use familiar situations and ongoing responsibilities as the context for practice and application.

Build capability that lasts

Develop common language, practical tools and shared disciplines the team can continue using long after the program concludes.

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Start a conversation

Talk with Chris Ward, Creator and Program Director, about the strategic capability you want your leadership team to develop and whether TRANSFORM is the right fit.

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