



THE FIVE PRINCIPLES of Strategy Coaching

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A LEADERSHIP GUIDE TO STRATEGY

Introduction

Priya sat at the large conference table, surrounded by her fellow leadership team members. The discussion about their company's Long-Range Strategic Plan dragged on, and she could feel the tension rising in the room. The General Manager (GM), sitting at the head of the table, had grown increasingly quiet, his frustration evident. They had been at this for hours, circling the same ideas, yet they were no closer to a clear path forward.

Priya had plenty of ideas, and she knew others on the team did, too. But time and again, she had seen those ideas pushed aside when the GM lost confidence. Suddenly, the GM said, "We need to get our management consultants on the phone. We need them to lead us through this."

Priya suppressed a sigh. It wasn't that the consultants weren't helpful—they were knowledgeable, experienced, and well-paid for a reason. But she couldn't help feeling frustrated. Once again, they were relying on someone from the outside to create the strategy for them when she knew they had the talent and insights needed within their team. This cycle had become too familiar: the GM doubted their ability to make the right strategic choices and always looked outward for validation instead of fostering confidence within the team.

The consultant, meanwhile, was eager for these calls. Being the expert who could cut through the fog was their role, and they thrived on in it. As the phone rang, the consultant felt a familiar sense of purpose—they were about to guide yet another

team through their strategic challenges, delivering unique value that would further solidify the company's dependence on them, something that seemed never-ending but always necessary and very lucrative. As the experts in the strategy they deliver, they would likely be called upon again by the company to help with stakeholder buy-in, strategy execution, and communication of their strategy to the broader company.

This scenario plays out in countless leadership meetings. Talented leaders like Priya feel sidelined as their organizations seek external help.

What if the real power of strategy lies not in an outside expert telling the team what to do but in the team itself?

What if the leaders could be empowered to think strategically, engage deeply, and trust their collective knowledge to find the right path?

What is Strategy Coaching

Strategy coaching is an approach that empowers leaders and teams to take ownership of their strategic direction. Unlike traditional strategic planning—which often involves top-down decisions and external consultants providing

answers - strategy coaching focuses on developing the skills, confidence, and collaborative spirit necessary for teams to create and execute their own strategies.

It's about shifting the mindset from dependency to empowerment, ensuring leaders can navigate complexity with resilience and creativity.



How Strategy Coaching Differs from Traditional Strategic Planning

Traditional strategic planning tends to be linear, top-down, and expert-driven. It often involves consultants or experts coming in, analyzing the situation, and presenting a strategic plan. In contrast, strategy coaching is participatory and iterative. It involves guiding leaders through the process of discovery - asking powerful questions, challenging assumptions, and encouraging collaboration across the organization. Rather than

providing the answers, strategy coaching helps leaders and teams find their own, ensuring a deeper understanding and stronger commitment to the strategy. It subtly shifts the strategy discussion from a debate of ideas (who has the best idea winning the leader's praise but dividing the team) to a collaborative generation of strategic hypotheses that can be tested (thereby uniting the team).

Trigate Coaching's Mission

Trigate Coaching believes every leader can be a great strategist with the ability to assess, develop, communicate, and execute winning strategies.

By democratizing strategic acumen and leveraging the power of coaching, we empower leaders through a defined process with curiosity-driven

questions that go deeper and strengthen results.

Strategy coaching embodies these beliefs, enabling leaders and technologists to take control of their strategy process, bring diverse perspectives, challenge the status quo, and develop strategic thinking skills and knowledge within their teams.



Benefits of Strategy Coaching



Empowerment: Leaders gain the confidence to develop and execute strategies without relying on external validation.



Enhanced Creativity: By involving diverse perspectives early in the process, strategy coaching brings fresh ideas and innovative solutions to the forefront.



Stronger Alignment: Teams collaborate to co-create strategy, leading to greater alignment and shared commitment.



Skill Development: Leaders develop critical strategic thinking skills, learning to assess, adapt, and navigate complex challenges.



Sustained Impact: Unlike a static strategic plan, strategy coaching fosters a dynamic, adaptable approach that evolves as circumstances change.

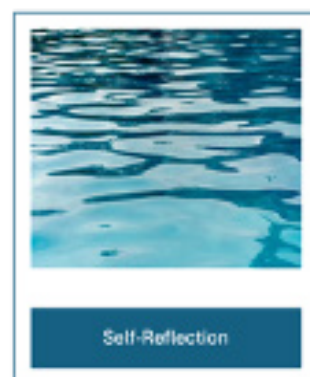
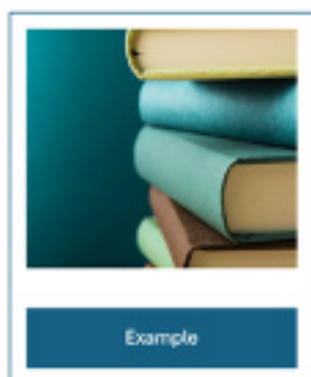
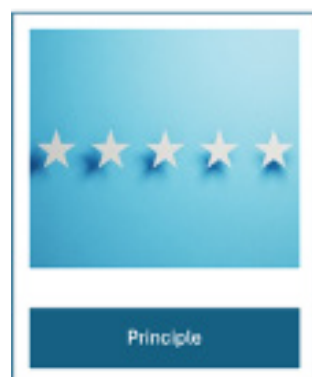
About This Guide

This guide is structured around five fundamental principles of strategy coaching. Each chapter introduces a principle, illustrates it through real-world examples, and provides powerful implementation tools.

To help integrate these lessons into your leadership journey, each chapter includes a self-reflection worksheet - a practical exercise designed to reinforce the principle and enhance your strategic effectiveness. Answer all questions

and assign yourself points according to the instructions. Calculate the sub-score for each principle, and then sum the sub-scores to determine your total score. An interpretation scale is provided at the end of this guide.

These five principles are designed to provide theoretical insights and actionable techniques that you can use to transform how you lead your team through strategic challenges.



PRINCIPLE 1: SLOW DOWN TO GO FASTER

“If I had an hour to solve a problem, I’d spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.” - Albert Einstein (attributed)

Slowing down to go faster is a principle that might seem counterintuitive in today’s fast-paced world. However, when we take the time to step back, reflect, and understand the situation thoroughly before diving into action, we often discover that this deliberate pause leads to far more effective outcomes.

Winning strategy starts with a solid foundation focused on gaining strategic clarity. This involves embracing complexity and asking, “What is changing in the world, and what are the new industry rules?” The first leadership behavior on your journey to becoming a great strategist is seeking to understand your business’s ecosystem dynamics so that specific strategic choices can be made and category errors avoided.

Understandably, leaders are reluctant to slow down to develop strategy. After all, aspirations are not achieved by pontificating about strategy, and often, strategy is a big topic that can put teams into a spiral of questions, information, and debate. However, by asking just a few targeted questions, a more focused and productive conversation can be led that converges on a picture of the environment and the actionable options.



Going slow does not mean boiling the ocean - it means asking the right questions and listening to the team’s wisdom. A strategy framework can also help you structure these conversations and address the few critical questions in strategy development.

When you succumb to the urgency bias and move too quickly into solution space, you get a plan. Slowing down to go faster is about investing time upfront - thinking deeply, questioning beliefs, and aligning intentions - to avoid costly mistakes and move forward with strategic clarity and purpose that adapts to new data. Going fast produces a static output; slowing down brings the team along and instills a way of thinking that adapts to changing environments and new insights.

Examples In Action

It's the year 2000. **Kodak**, a company synonymous with photography, is standing at the pinnacle of its industry. Yet, beneath the surface, a storm is brewing. Engineers within Kodak have already developed digital camera technology, but leadership dismisses it, choosing instead to protect their film business. They assume consumers will never let go of the nostalgia of printed photographs. A few years later, Kodak found itself unable to compete and eventually declared bankruptcy in 2012. The company's downfall is the failure to slow down and question, "What is changing in the world?"

Then there's **Blockbuster**, the iconic video rental chain that dominated Friday nights in homes across America. In 2000, Netflix approached Blockbuster with an offer to partner, even suggesting Netflix manage Blockbuster's online brand. Blockbuster's leadership laughs them out of the boardroom, confident that late fees and brick-and-mortar stores are irreplaceable. By 2010, Blockbuster filed for bankruptcy, while Netflix rose to streaming dominance. The irony? A simple pause to reconsider the future of media consumption might have saved Blockbuster's legacy.

Once the leader of mobile phones, **Nokia** becomes a cautionary tale for those who underestimate technological shifts. As smartphones begin to rise, Nokia hesitates, clinging to its outdated operating systems and designs. The company dismisses

touchscreens and underestimates the appeal of the app-based ecosystem Apple and Android are building. This refusal to slow down and adapt means Nokia has gone from being a market leader to a relic almost overnight.

Toys R' Us watches as e-commerce begins transforming retail. Rather than investing heavily in its online platform, it makes a deal with Amazon to handle its online sales, effectively ceding its digital presence. As Amazon grows, Toys R' Us realizes too late that it has given away a crucial part of its future. The company eventually goes bankrupt, unable to compete with more agile, tech-savvy competitors.

Blackberry was the darling of the early smartphone era, with its tactile keyboard and secure email system beloved by business professionals. However, when Apple introduced the iPhone with a full touchscreen, Blackberry dismissed it as a toy. They failed to grasp that the world is changing - people want more than just email in their pockets; they want a multimedia experience. The inability to pause and ask, "What do customers want next?" seals Blackberry's fate.

Even **Intel**, a giant in the semiconductor industry, stumbles when it comes to the smartphone revolution. Apple approached Intel to supply chips for its new iPhone, but Intel declined, doubting the potential of the smartphone market. That decision allows competitors like ARM to dominate mobile devices, leaving Intel struggling to catch up.

These stories illustrate a powerful lesson: the industry graveyard is riddled with tombstones of companies and leaders that failed to ask the fundamental questions, **“What is changing in the world, and what are the new rules of the industry?”**

Strategy is acknowledging that the game has changed and not just hoping things return to an old normal. A moment of reflection – of slowing down to truly understand shifting dynamics – might have rewritten history for each company.



Tools

Tool #1: Systems Thinking; Grove/Burgelman Complexity Framework

Systems Thinking is an essential approach to understanding complex problems. Unlike linear thinking, which follows a straightforward cause-and-effect pathway, systems thinking recognizes

that multiple interconnected factors influence many situations. Leaders must understand whether they are dealing with a linear or nonlinear system and whether it is stable or dynamic.

In a 2007 paper in Strategic Management Journal,

Andy Grove (Intel founder & CEO) and Robert Burgelman (Stanford Business School) wrote that when considering a company's ability to develop quality strategies, "We arrive at the same fundamental questions as posed in formal theories of complex adaptive systems: What is the balance of exploitation and exploration that will maximize a company's survival chances in the face of different nonlinear strategic dynamics situations?"

They go on to introduce a 2x2 framework that helps clarify the dynamics driving the industry. Specifically, they focus on the industry's 'rules' and whether they are stable or in flux due to the

actions of particular companies or the evolution of the industry itself. Understanding which situation describes the leader's challenge, even according to this simple 2x2, can be incredibly insightful in gaining strategic clarity.

Table: A framework of strategic dynamics			
		Company's Strategic Actions	
		Rule-abiding	Rule-changing*
Ecosystem's Strategic Actions	Rule- abiding	Stable industry structure	Company-controlled industry change
	Rule- changing	Company-independent industry change	Runaway industry change

* Rule-changing actions have the potential to change the competitive context for all players (they materially change the competitive value of existing product-market positions and/or distinctive competencies of the players).

Tool #2: The Cynefin Framework

The **Cynefin Framework** is particularly useful here as well. It helps leaders categorize challenges into simple, complicated, complex, or chaotic domains, guiding them on how best to respond. This framework allows leaders to adapt their approach to fit the context, ensuring they do not apply a simplistic solution to a multifaceted problem.

As leaders gain experience, they tend to develop consistent patterns and habits in their approach to various situations. While these methods might have been effective in the past, there is a risk that leaders become overly reliant on them, losing sight of the specific needs of current circumstances. This framework is designed to assist leaders in reflecting on their own strategies, breaking unproductive habits, and achieving strategic clarity.

This is advantageous for teams that recognize the importance of integrating critical and contrarian thinking into the planning process. This approach helps to stress-test strategies, identify hidden threats and missed opportunities, and reduce the likelihood of being caught off guard by competitors.



Self-Reflection Worksheet

Instructions: Each principle of strategy coaching includes 10 self-reflection questions. For each question, rate yourself using the 4-point scale below:

- I **rarely, if ever**, do this - 0 point
- I **sometimes** do this - 1 point
- I do this **most of the time** - 3 points
- I **always** do this - 4 points



Answer all questions and assign yourself points. Calculate the sub-score for each principle, and then sum the sub-scores to determine your total score. An interpretation scale is provided at the end of this guide.

Principle #1: Slow Down to Go Faster

	I make time regularly to scan for trends and changes in my industry.
	I seek out diverse perspectives to understand broader societal shifts.
	I actively question my existing assumptions about how my industry works.
	I consider how emerging technologies might disrupt or enhance our business.
	I explore how shifts in customer preferences could impact our strategy.
	I look at changes in regulatory environments and assess their implications for my team.
	I engage in discussions with my team about what’s changing in the world and how we should respond.
	I read widely across industries to identify trends that could affect our business indirectly.
	I challenge myself to think about how our competitors might react to emerging changes.
	I reflect on whether our current strategy is still aligned with the external environment.
	Sub-Score

PRINCIPLE 2: STRATEGY IS A TEAM SPORT

“The essence of strategy is choosing what not to do. But to implement strategy effectively requires more than just one person; it demands alignment, collaboration, and shared commitment across the organization.” – Michael Porter

Too often, strategy is a top-down process developed by one, communicated to a few, and executed by many. We believe strategy is best as a team sport. Like Priya in the introduction story, your team members want to be included and will eagerly share ideas and contribute to strategic discussions if the invitation is given.

Early engagement in the process will bring in more creativity and diverse perspectives and garner a stronger commitment and knowledge base to ignite execution.



Example In Action

The heated debate among members of an early Internet of Things (IoT) team was taking on a life of its own. It was about to go down in company history as the most prolonged and contentious disagreement. Two competing camps had emerged within the team, each trying to influence the other.

The strategy session had started productively. The leadership team recognized that many consumer devices were becoming intelligent and connected, thus creating market and technology inflection points that would change the nature of computing as an industry. The team wanted to take advantage of the strategic opportunity and aspired to become an end-to-end computing technology provider for the emerging system of connected devices.

But now, an ideological debate was growing. One camp wanted to pursue only the most profitable niche markets with the highest-performing devices in the IoT market, while the other wanted to create as large a footprint as possible to capture market segment share. The engaged, spirited team was reaching a standstill. Jill, a principal engineer on the team, stood up and acknowledged the stalemate. And then she did something incredible.

She asked a simple yet insightful question: “Both are great ideas. What must we believe to be true for each option to achieve our aspiration?”

The thoughtful responses to this nonjudgemental/curious question revealed some previously unstated beliefs. The first camp believed the IoT market would grow to around 2 billion connected devices by 2025 and experience a relatively modest growth rate. They also thought the highest-performing segments would have the highest gross margins, optimizing their investment.

The second camp believed there would be 50 billion connected devices by 2025, with a growth rate greater than 10%. The emerging IoT use cases would influence the future of computing as an entire industry. If they didn’t have a role in that market, they would miss out on the future of computing.

So, there were two different ideas under different belief systems. By asking a simple question out of genuine curiosity -or- with no preconceived agenda, Jill had transitioned the debate from ideological, “Which is the better idea?” to a discussion on a set of beliefs they could test.

Trigate Coaching’s strategy framework provides teams with a structured process for mitigating bias and shifting from ideological debates to constructive conversations about options and beliefs.

Tools

Tool #1: A Powerful Question

Consider using this powerful approach to encourage critical thinking and shift from heated debate to enlightened team discussion:

“That’s a great idea! What do we have to believe to be true for this option to achieve our aspiration?”

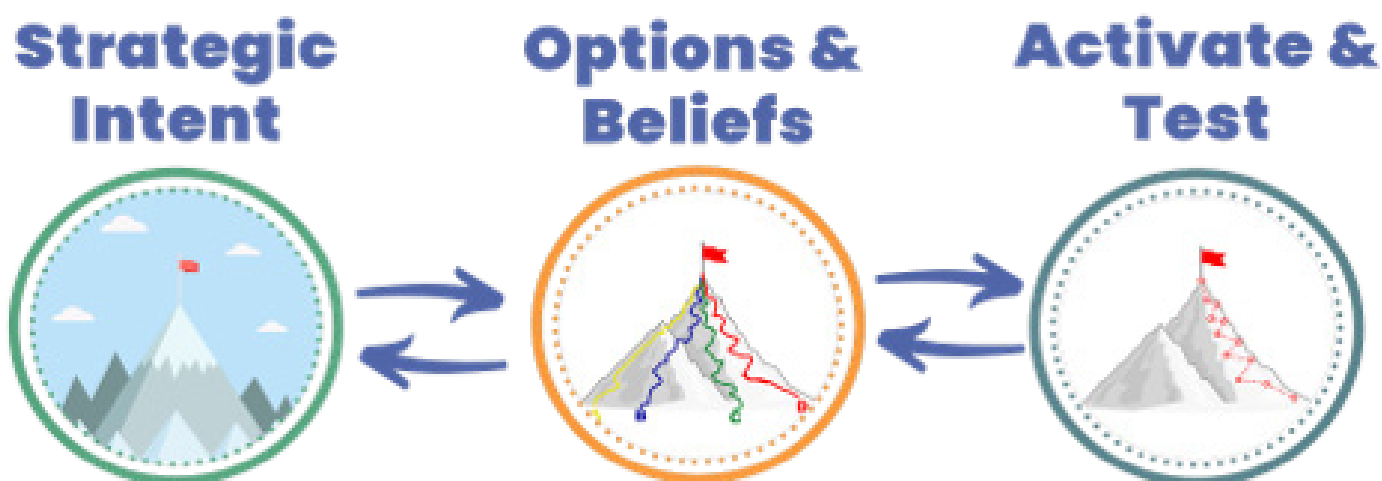
This question will uncover underlying and unsaid beliefs. We purposefully use the term beliefs rather than assumptions. Assumptions are often accepted as true or sure to happen without proof. They are made and then forgotten. Beliefs can and should be tested and validated.



Tool #2: Trigate’s Strategy Framework

The Strategy Development Framework is a structured approach to strategy development. It helps leaders assess current situations, define

clear objectives, and create actionable plans. It also helps teams feel engaged and confident as they build their strategic skills by working through each of the three phases.



Self-Reflection Worksheet

Instructions: For each question, rate yourself using the 4-point scale below:

- I **rarely, if ever**, do this - 1 point
- I **sometimes** do this - 2 points
- I do this **most of the time** - 3 points
- I **always** do this - 4 points



Principle #1: Strategy is a Team Sport

	I involve my team early in the strategy development process to gather diverse perspectives.
	I encourage open dialogue and debate to ensure all ideas are considered before making strategic decisions.
	I actively seek input from team members with different areas of expertise to inform our strategy.
	I ensure that everyone on the team understands our strategic direction and their role in executing it.
	I create opportunities for the team to challenge existing assumptions and propose new ideas.
	I recognize and appreciate contributions from team members during the strategy process.
	I facilitate team discussions to align on shared goals and priorities for strategic initiatives.
	I ensure that the strategy is communicated clearly and transparently to everyone involved.
	I am open to adjusting the strategy based on feedback from the team during execution.
	I foster a culture of collaboration where team members feel comfortable voicing their opinions on strategic matters.
	Sub Score

PRINCIPLE 3: CURIOSITY IS YOUR SUPER POWER

“The key to good decision making is not knowledge. It is understanding. We are swimming in the former. We are desperately lacking in the latter.” – Malcolm Gladwell

Listening with curiosity is one of the most powerful yet underutilized skills in a leader’s toolkit. It goes beyond simply hearing words; it’s about understanding, empathizing, and acting

with intention. True listening can transform relationships, drive innovation, and help leaders make informed decisions that resonate with their teams and customers.



Example In Action

In 2014, Brent led the Market Intelligence Team at a major technology company and was responsible for a quarterly briefing to the executive team focused on disruptive market trends. Each briefing highlighted key trends and included an invited expert in the field to provide additional industry insights. This briefing focused on a hot, emerging topic that Brent felt was critical to get in front of the corporate leaders so they could understand the implications and be well-positioned to make strategic decisions. The topic was the rise of artificial intelligence. It featured three significant trends: 1) the explosion of data, 2) advances in computing power due to Moore's Law, and 3) breakthroughs in AI algorithms, particularly neural networks.

Quarterly briefings were always well-received and usually sparked constructive debates and strategic insights that fueled alignment to the company's strategic imperatives and goals with new information about industry growth, competition, and execution to customer needs. However, this update would suggest a technology inflection and potential market transformation that could challenge the executives' understanding of their business. Brent wondered how this message would impact the dynamics of the discussion and the culture of the executive leadership team.

A prominent expert who was a leading voice in AI was invited to provide a deeper perspective at the briefing. When the expert spoke, he emphasized the trends but pointed to a change in the industry

rules with new bases of competition emerging and said that the company's products were not well-positioned to support the growing AI ecosystem. He explained that his work relies on competing products because they provide the right software and programming capabilities, not just the powerful hardware.

This reality pill proved to be a hard one for the executive team to swallow. One senior executive reacted with frustration, questioning why an expert was brought in to challenge their understanding of the market they had led for years and to criticize their core offerings. Rather than being curious about the AI expert's perspective from a different point of view, she shut down any debate and dismissed the feedback entirely. No other executive intervened with curiosity, failing to see the future impacts and missing the window of opportunity to react proactively. Brent quietly escorted the expert out and was frustrated at the missed opportunity to make a strategic change.

A decade later, the same company lags far behind its competition as the AI market explodes. The opportunity to listen, adapt, and innovate was missed, leaving the company almost no chance to catch up. This story underscores the importance of listening deeply, even when the message is difficult or uncomfortable. Leading with a mindset of curiosity yields better results than leading with insecurity and the need to be seen as the smartest in the room.



Tools

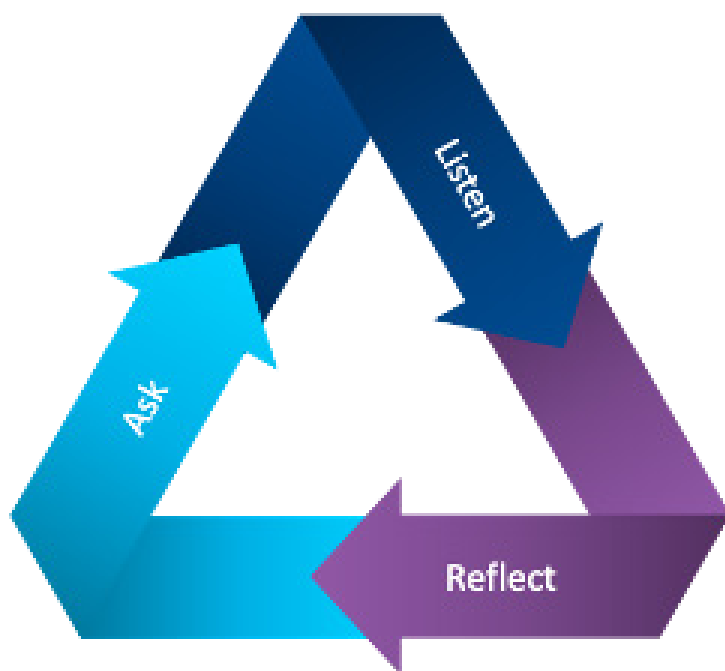
Tool: LRA: Listen, Reflect, Ask

The LRA model encourages leaders to engage deeply in conversations by cycling through listening, reflecting, and asking questions.

First, they **Listen** actively, giving full attention to the speaker.

Next, they **Reflect** back on what they are hearing, confirming understanding and showing the speaker they are being heard.

Finally, they **Ask** powerful open-ended questions to explore deeper insights and perspectives before going back to listening. This process ensures a richer understanding, builds trust, and fosters meaningful dialogue.



Self-Reflection Worksheet

Instructions: For each question, rate yourself using the 4-point scale below:

- I **rarely, if ever**, do this - 1 point
- I **sometimes** do this - 2 points
- I do this **most of the time** - 3 points
- I **always** do this - 4 points



Principle #3: Curiosity is Your Superpower

	I fully focus on the speaker without distractions.
	I reflect back what I hear to confirm my understanding.
	I ask clarifying questions to dig deeper.
	I allow silence after someone speaks without rushing to respond.
	I use non-verbal cues to show I'm actively listening.
	I summarize key points before moving on.
	I listen without judgment to different perspectives.
	I resist the urge to interrupt or offer immediate solutions.
	I check in with the speaker to ensure I understand them correctly.
	I ask open-ended questions that encourage deeper reflection.
	Sub Score

PRINCIPLE 4: YOUR PRESENCE IS AN INTERVENTION

“Authenticity is the daily practice of letting go of who we think we’re supposed to be and embracing who we are.” – Brené Brown

Leadership presence is about showing up fully and authentically.

A leader’s presence can transform a situation—calming a crisis, inspiring others through genuine

engagement, or empowering teams by being fully present. Your very presence as a leader can be an intervention in itself, creating a ripple effect that changes attitudes, performance, and outcomes.



Example In Action

In the mid-2010s, a major tech company was struggling to keep up. Its once-legendary reputation for innovation had faded, and employees felt increasingly disconnected internally. A rigid, competitive culture stifled creativity, and many wondered if the company had lost its way. But a new leader had just arrived, bringing a refreshing sense of leadership presence that emphasized authenticity, empathy, and curiosity. Rather than coming in with a quick-fix mentality, he showed up fully, ready to listen and engage with every part of the organization.

This leader understood that his presence alone could be a powerful intervention. By showing up authentically, he brought calm to a tension-filled culture and fostered a new sense of purpose. He encouraged open dialogues across departments, broke down silos, and introduced a culture of growth and learning. His message was clear: innovation and performance could only thrive in an environment of trust and respect.

The impact was swift and profound. Employees felt seen, morale improved, and collaboration flourished. Projects that had stalled suddenly gained momentum, and fresh ideas surfaced as teams began to believe in the company's future again. This shift didn't just affect the internal atmosphere; it transformed how the company was perceived by customers and investors alike.

By now, you may have guessed the leader: Satya Nadella of Microsoft. Nadella's presence and authenticity transformed Microsoft's culture from the inside out. Under his leadership, Microsoft's market value surged from \$300 billion in 2014 to over \$2 trillion by 2023, with cloud services emerging as a vital revenue stream. His leadership wasn't just about strategy—it was about showing up fully and authentically, embodying a presence that changed Microsoft's path. Nadella's approach to leadership presence created a ripple effect that not only reinvigorated the company but also inspired an enduring culture of innovation, inclusion, and resilience.



Tools

Tool #1: The 3-P Model: Presence, Patience, Participation

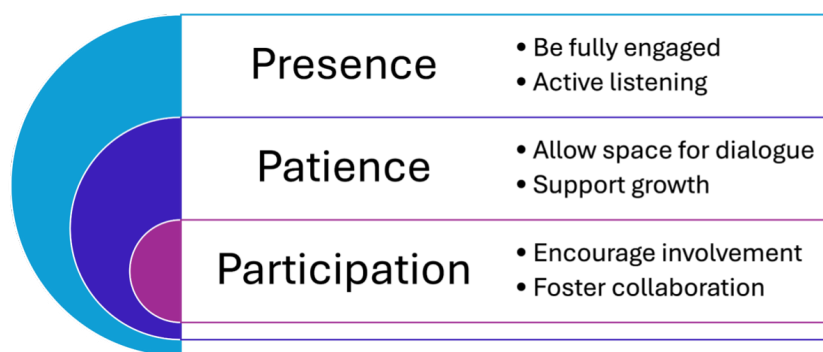
The 3-P Model helps leaders cultivate an impactful presence.

First, **Presence**: Be fully present in the moment, giving undivided attention to your team. Practice active listening to show you value their input.

Second, **Patience**: Allow the process to unfold without forcing it, giving space for people to contribute meaningfully. Support team members in their growth and development.

Finally, **Participation**: Actively engage and be part of the journey, demonstrating that you are invested in the team's success. Foster a

collaborative environment where everyone feels valued. This model ensures that your presence as a leader becomes a positive intervention that shapes the environment around you.



Finally, they **Ask** powerful open-ended questions to explore deeper insights and perspectives before going back to listening. This process ensures a richer understanding, builds trust, and fosters meaningful dialogue.

Tool #2: Above the Line/ Below the Line

Above the Line is an age-old universal guiding principle for leadership and life.

This mindset distinguishes who is actually worth following or not. The line represents a choice. At any point, a leader chooses to be either above or below the line. If you are above the line, you are leading consciously; if you are below it, you are not.

Above the line, one is open, curious, and committed to learning.

Below the line, one is closed, defensive, and committed to being right.



Self-Reflection Worksheet

Instructions: For each question, rate yourself using the 4-point scale below:

- I **rarely, if ever**, do this - 1 point
- I **sometimes** do this - 2 points
- I do this **most of the time** - 3 points
- I **always** do this - 4 points



Principle #4: Your Presence is an Intervention

	I use my body language and tone to convey calmness and confidence.
	I demonstrate vulnerability appropriately to build connection and trust.
	I actively listen and give my undivided attention during conversations.
	I intentionally create space for others to express themselves without interruption.
	I use silence effectively, allowing space for reflection before responding.
	I am aware of how my emotions and energy impact those around me.
	I show up consistently in a way that aligns with my values and intentions.
	I adapt my presence to meet the needs of my team in different situations.
	I provide encouragement and support through my presence during challenging times.
	I ensure my presence inspires and motivates others to contribute meaningfully.
	Sub Score

PRINCIPLE 5: USE THE RIGHT TOOLS FOR THE JOB

"If the only tool you have is a hammer, you tend to see every problem as a nail."

- Abraham Maslow

The right tool can make all the difference between strategic success and stagnation. Too often, leaders rely on familiar approaches, using tools they are comfortable with rather than those best suited to the problem at hand. Leveraging appropriate frameworks, data, and technology can empower teams to make informed decisions, explore new possibilities, and execute with precision.

Selecting the right tool is related to Principle #1, as the context for deploying a tool or framework is essential to its selection. For example, Porter's Five Forces model, which describes capturing value within a stable and linear ecosystem/industry, may not be useful and may provide the wrong insights if applied to an industry experiencing disruption or transformation.

The rapid rise in Artificial Intelligence tools exacerbates the possibility of a mismatch between



industry dynamics and the insights derived from AI analysis tools. Strategic clarity about the industry/ecosystem context and knowing the right questions to ask an AI engine are both critical to strategic leadership. Like all tools and frameworks, none are perfect, though some are useful, and AI is no exception. Knowing how and when to apply AI is essential to strategic leadership.

Examples In Action

Consider how iconic companies have adopted different tools to drive strategic success:

GE and Six Sigma: General Electric (GE) embraced Six Sigma, a data-driven quality improvement framework, to eliminate inefficiencies and improve process quality. Under Jack Welch's leadership, GE leveraged Six Sigma to enhance operational performance and drive profitability across various divisions.

P&G and Stage-Gate Processes: Procter & Gamble (P&G) uses stage-gate processes to manage product development. By establishing a structured, phased approach to innovation, P&G has successfully reduced risks, optimized resources, and ensured each new product is rigorously vetted before launch. This disciplined approach helps them

maintain a consistent flow of innovative products.

Netflix and Data Analytics: Netflix revolutionized the entertainment industry by utilizing advanced data analytics to understand user preferences and predict demand. By leveraging data as a strategic tool, Netflix has provided personalized content recommendations, developed original programming that resonates with viewers, and maintained a leading position in the streaming market.

These examples illustrate the importance of choosing the right tools - a framework for quality improvement, a structured innovation process, or cutting-edge data analytics - to support strategic goals and adapt to evolving environments.

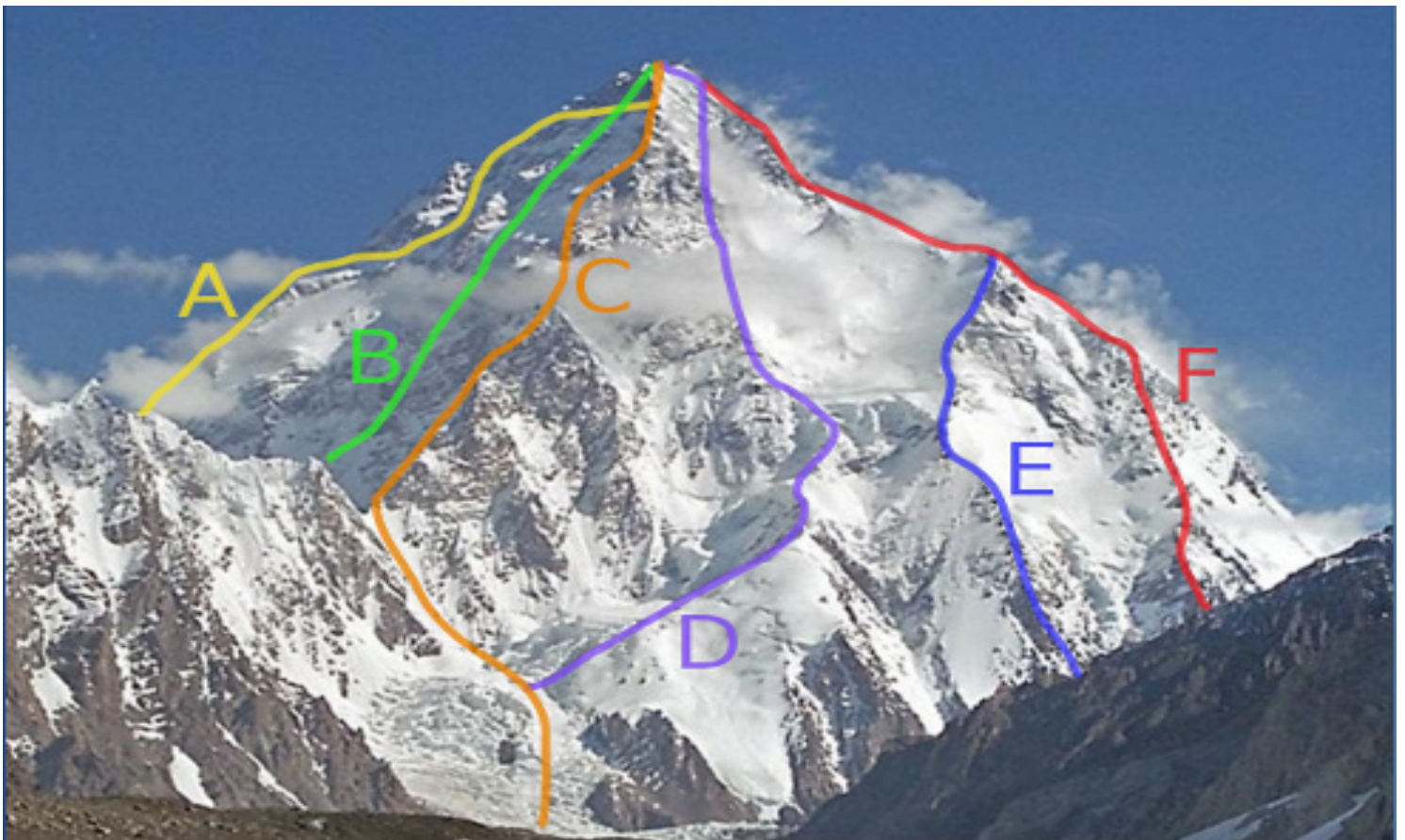


Tools

Trigate's Strategy Coaching Tools

- 1. Strategy Diagnostic Assessment:** a team-based online survey used to diagnose the strengths and weaknesses of your team's approach to strategy.
- 2. Strategy Foundations Suite:** A comprehensive software suite of robust tools that enables you to assess your current strategy and build or revise it with clarity and precision. Define aspirations, explore options, and activate actionable plans to drive success.
- 3. Strategy Coaching Workshops:** Teams learn to apply the Trigate Strategy Framework combined with strategy peer coaching to gain clarity and commitment around critical business strategies. Each workshop includes coaching and guidance on leveraging AI for strategy development.

Strategy is a set of choices leading to coherent actions to achieve your aspirations.



Self-Reflection Worksheet

Instructions: For each question, rate yourself using the 4-point scale below:

- I **rarely, if ever**, do this - 1 point
- I **sometimes** do this - 2 points
- I do this **most of the time** - 3 points
- I **always** do this - 4 points



Principle #5: Use the Right Tools for the Job

_____ I evaluate the tools I use to ensure they are the most suitable for the strategic challenge.

_____ I encourage my team to explore new frameworks and methods that may enhance our strategy development.

..... I utilize data and analytics to inform decision-making.

_____ I leverage structured processes to manage innovation and development initiatives.

_____ I adapt my approach based on the complexity of our problem.

_____ I am open to incorporating new technologies like AI to enhance strategic planning.

_____ I involve my team in selecting the right tools and frameworks for our strategic initiatives.

_____ I regularly reassess our tools and processes to ensure they align with our strategic goals.

_____ I use tools that facilitate collaboration and engagement among team members.

_____ I seek out and implement best practices from other industries or companies to improve our strategy development process.

Sub Score

SELF-SCORING RUBRIC FOR THE 5 PRINCIPLES OF STRATEGY COACHING

Get the sub-score for each principle and then add the sub-scores to determine your total score.

Interpreting your proficiency for each principle:

10–20: Limited practice of this principle. Consider focusing more on integrating these behaviors.

21–30: Some awareness and frequent application. Aim to make them more consistent.

31–40: Strong application of these behaviors. Continue to refine and sustain your practice.

Total Score: The sum of all 5 sub-scores (Maximum possible: 200)

Interpreting your proficiency across all 5 principles:

50–100: You have some awareness and occasional practice of these behaviors. There is room to develop a more consistent application.

101–150: You frequently demonstrate these behaviors, but there may be opportunities to elevate your practice to a consistent level.

151–200: You consistently apply these principles, indicating strong alignment with the strategy coaching approach. Continue refining and sustaining these behaviors.



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