



Self-Assessment Report

for Jane Doe

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Introduction

Dear Jane,

Welcome to your personalized report based on the Big 5 of Strategy: a comprehensive competency framework that defines the core strategic capabilities essential for thriving in today's and tomorrow's dynamic business environment.

How to Read This Report

This report is designed to serve as both a diagnostic tool and a roadmap for your strategic development. It has seven parts, each offering valuable insights into different facets of your strategic profile:

- 1. Your Big 5 of Strategy Summary**

Skim the highlights of your Big 5 of Strategy competency profile before you read the rest of the report to develop quick insight into where you stand.

- 2. Understanding the Big 5 of Strategy**

Get a quick overview of the Big 5 of Strategy framework, so that you understand what it means, and see how the various elements of the report fit together.

- 3. Your Strategy Persona**

Discover your dominant strategic style, your unique Strategy Persona and understand the strategic approach that most naturally characterizes your behavior.

- 4. Your Big 5 of Strategy Profile**

Obtain a holistic view of your strategic strengths and areas for development. It breaks down your performance across five core competencies: The Big 5 of Strategy.

- 5. Your Full Strategy Competency Profile**

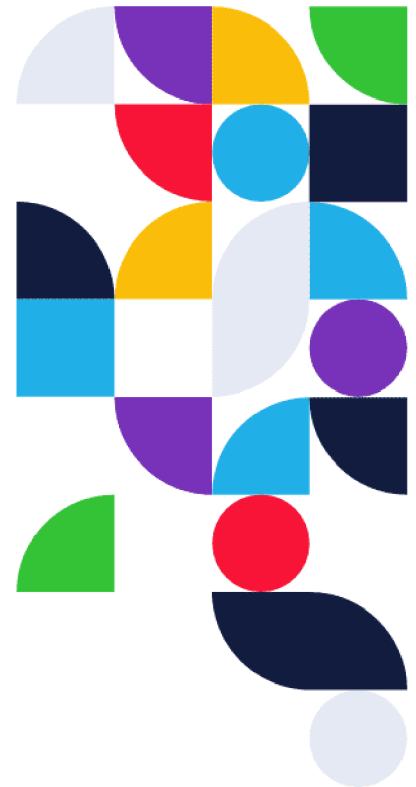
Take a deep dive for a more granular analysis, this section dives into the details. It examines your performance across 20 underlying competencies.

- 6. From Insight to Action**

Translate insights into action. Here you will find recommendations and actionable steps to guide your strategic development and growth.

- 7. Join the Journey**

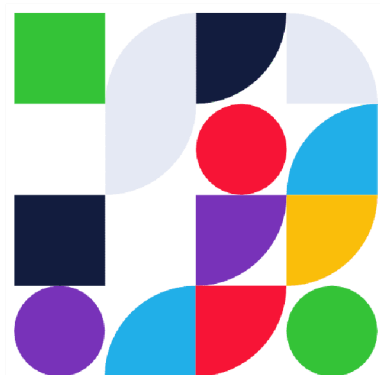
Connect the Big 5 of Strategy to the bigger picture. Contains tips and suggestions for how to be part of a growing movement and can help make it bigger.



As you work through this report, we encourage you to reflect on the insights provided and consider how they align with your personal and professional goals. The Big 5 of Strategy is not just a static assessment. It is a dynamic tool to help you navigate complexity, innovate, and realize your full strategic potential.

How to Benefit Most From This Report

The Big 5 of Strategy report offers you a rich set of insights. With 5 core competencies and 20 underlying competencies, it's natural to feel both excited and potentially overwhelmed. To help you navigate it effectively, whether you are at the start of your career or already leading teams and organizations, here are a few practical guidelines:



Start by scanning, not solving

Your first read should be exploratory. Don't feel pressured to analyze everything at once. Read through each section to get a broad sense of your profile. Let the patterns emerge as you move through your Strategy Persona, your core strengths, and your development areas.

Focus on one or two priorities first

Strategic growth is a long-term journey. Rather than trying to tackle every insight at once, select one or two competencies that resonate most strongly, either because they are clear strengths to leverage or areas where improvement will have high impact. This focused approach allows you to build early momentum.

Balance reflection with action

Use the report as both a mirror and a guide. Reflect on how your profile aligns with your daily work and strategic challenges. But equally important: take concrete steps. Use the development suggestions and the 90-day plan in Chapter 6 to move from insight to small, intentional actions.

Revisit periodically

This report isn't a one-time read. As your role evolves, and as you face new challenges, return to it. The same insights will offer new perspectives at different career stages, whether you are taking on your first leadership role or steering large-scale organizational change.

Retake over time

Over time, you develop your strategy competencies. This means that your Big 5 of Strategy profile changes. To make sure you always rely on up-to-date insights, it is recommended to periodically retake the self assessment—for example, once a year, or at any time you feel you have significantly grown.

Share with others

Consider sharing parts of your report with a mentor, a coach, or a trusted colleague. Their perspective can add valuable context and help you sharpen your development plan.



Approach the Big 5 of Strategy as a tool for ongoing growth. It is designed to help you develop the power skills that increasingly define success in today's fast-changing, complex environments, regardless of where you are in your professional journey.

Enjoy exploring your report and start growing your strategic mastery!

1. Your Big 5 of Strategy Summary

To get a quick understanding of your scores, here's a one-page summary of your personal Big 5 of Strategy. Have a look and then take a deep dive to explore your strategic competencies in detail in the rest of the report!

Your Strategy Persona



Your Main Strength

● Wolf - Move the System

A Move-oriented individual excels at reading the emotional side of a situation, rallying people around changes, and doing so with a strong commitment to ethical values.

Your Main Weakness

● Horse - Deliver the Results

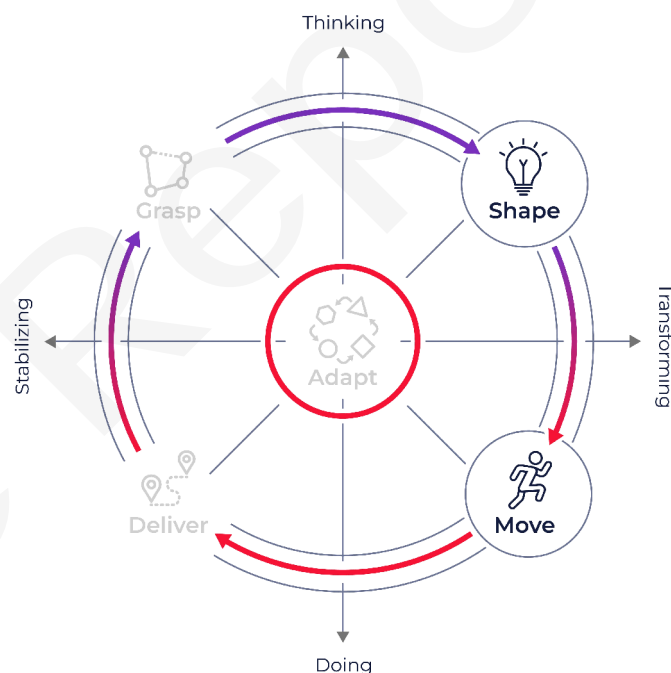
If Deliver is your main weakness, you may struggle with bridging the gap between ideas and actions and ensuring that plans are systematically implemented.

Your Strategy Competencies Ranked

- Wolf - Move the System
- Elephant - Shape the Future
- Octopus - Adapt to Change
- Eagle - Grasp the Present
- Horse - Deliver the Results

Your Dual Strength

You combine the strengths of an **Elephant** and a **Wolf**



Your Big 5 of Strategy Profile



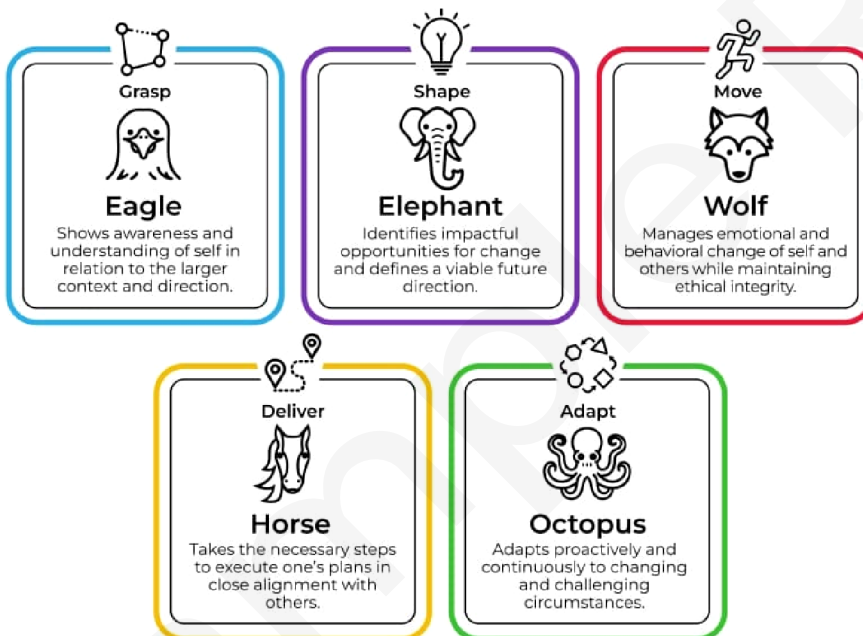
- Grasp the Present (15.5%)
- Shape the Future (23.3%)
- Move the System (24.7%)
- Deliver the Results (13.7%)
- Adapt to Change (22.8%)

2. Understanding the Big 5 of Strategy

The Big 5 of Strategy competency framework has three levels of depth. First, it contains your **Strategy Persona**, your core strength along the five competencies. Second, it describes your **Strategy Profile** across all five competencies. And finally, there's a **Full Competency Profile**, taking a deep dive into the 20 underlying competencies.

The Big 5 Personas

To bring the Big 5 of Strategy to life, each competency is symbolized by an animal avatar, a "Strategy Persona". These personas capture the essence of the competency, offering a memorable way to visualize and internalize each strategic skill set.



Eagle → Grasp the Present

Eagles have sharp perception and a broad perspective. They see the big picture while remaining aware of critical details. This viewpoint enables you to understand how personal strengths and your environment interconnect.

Elephant → Shape the Future

Elephants possess strategic vision and long-range thinking. They spot impactful opportunities for change and define a compelling future, while challenging the status quo with forward-thinking innovation.

Octopus → Adapt to Change

Octopuses are masters of flexibility, adaptability, and ingenuity. They excel at responding to shifting circumstances, leveraging creativity, and resourcefulness, keeping them agile in uncertain environments.

Wolf → Move the System

Wolves thrive in packs, relying on strong social structures and coordinated effort. They demonstrate loyalty and a deep understanding of group dynamics, which are essential elements of moving oneself and others forward.

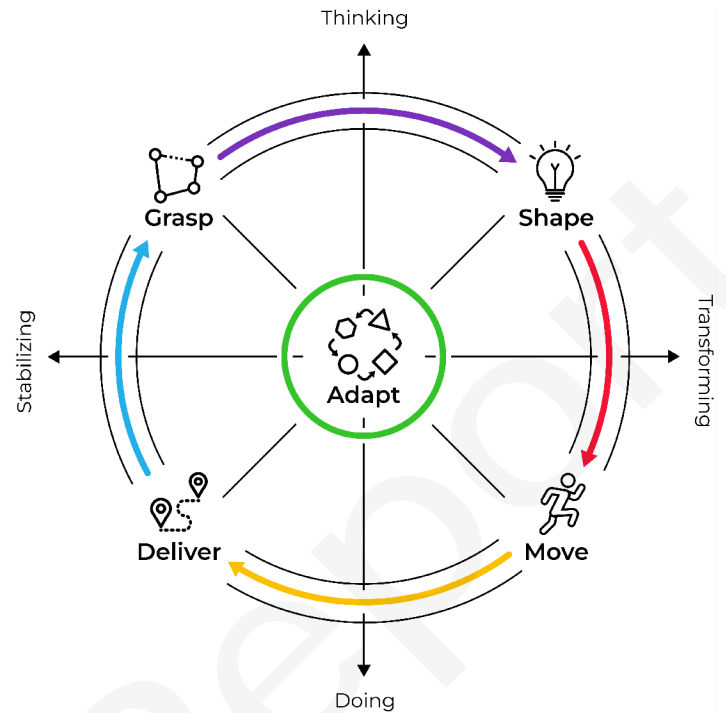
Horse → Deliver the Results

Horses have strength, endurance, and reliability. They have a tireless work ethic and ability to maintain steady progress, giving them the discipline needed to execute plans in close alignment with others.

The Big 5 of Strategy Competencies

The Big 5 of Strategy are five core competencies that shape how you deal with complexity and lead with impact:

1. **Grasp the Present** (Eagle) emphasizes situational awareness, combining an understanding of personal strengths and limitations with the larger context.
2. **Shape the Future** (Elephant) involves spotting impactful opportunities for change and defining a compelling future, ensuring to remain forward-thinking and innovative.
3. **Move the System** (Wolf) addresses the emotional and behavioral dimensions of guiding both oneself and others through change, grounded in ethical integrity.
4. **Deliver the Results** (Horse) focuses on turning plans into reality, aligning actions with stakeholders' needs, and planning and monitoring execution effectively.
5. **Adapt to Change** (Octopus) highlights the importance of agility, continually adjusting and evolving to meet new challenges in a dynamic environment.



The Dimensions of the Big 5 of Strategy Framework

The Big 5 of Strategy framework is structured along three key dimensions that clarify and differentiate the range of strategic competencies essential for effective leadership and decision-making.

Thinking vs. Doing

The vertical dimension distinguishes between competencies that are conceptual and reflective versus those that are action-oriented and operational. On the Thinking side, the focus is on understanding complexity and envisioning possibilities. On the Doing side, the emphasis shifts to execution: translating insights into action.

Stabilizing vs. Transforming

The horizontal dimension contrasts competencies focused on maintaining stability and control with those driving innovation and change. Stabilizing competencies are grounded in current structures, ensuring consistency and reliability. Transforming competencies are future-oriented and change-driven.

Adaptability

Sustained strategic effectiveness requires continuous learning, evolution, and renewal, which is reflected in the framework's third dimension: adaptability. It is essential because strategy is dynamic, and people and organizations must constantly adapt to stay in sync with their changing environment.

Linking the Five Competencies to the Dimensions

- **Grasp** sits in the upper-left quadrant (Thinking, Stabilizing). It represents the ability to deeply understand current contexts, systems, and environments, providing clarity and a solid foundation for sound strategic decisions.
- **Shape** occupies the upper-right quadrant (Thinking, Transforming). It embodies visionary thinking, spotting opportunities for impactful change and defining bold future directions.
- **Move** is placed in the lower-right quadrant (Doing, Transforming). It focuses on driving behavioral and emotional change, mobilizing people, and leading dynamic transformation through action.
- **Deliver** is located in the lower-left quadrant (Doing, Stabilizing). It emphasizes disciplined execution, ensuring that plans are implemented efficiently and that operational stability supports strategic outcomes.
- **Adapt** sits at the center of the framework, integrating both dimensions and reflecting the third dimension (Adaptability). It involves the ability to adjust, respond, and evolve as circumstances demand.

The 20 Underlying Strategic Competencies

Each core competency consists of four underlying competencies that clarify the skill sets involved. Together, these form 20 strategic competencies that paint a complete picture of what it takes to excel in dynamic, modern contexts.

Grasp the Present

- **Reflective Awareness:** Recognizes one's strengths, weaknesses, biases, and their impact on thinking and decision-making.
- **Stakeholder Insight:** Understands the perspectives, needs, and influence of key stakeholders.
- **Systems Thinking:** Understands the interactions between different areas and levels within an ecosystem.
- **Dynamic Foresight:** Anticipates evolving trends and shifts in the environment and recognizes their potential impact.

Shape the Future

- **Driving Purpose:** Defines and contributes to a higher purpose to ensure relevance and impact.
- **Bold Thinking:** Envisions with courage, beyond the status quo and accepted beliefs.
- **Complex Decision-Making:** Acts in a decisive and balanced way in complex and uncertain situations.
- **Idea Structuring:** Organizes ideas and opportunities into a cohesive and actionable framework.

Move the System

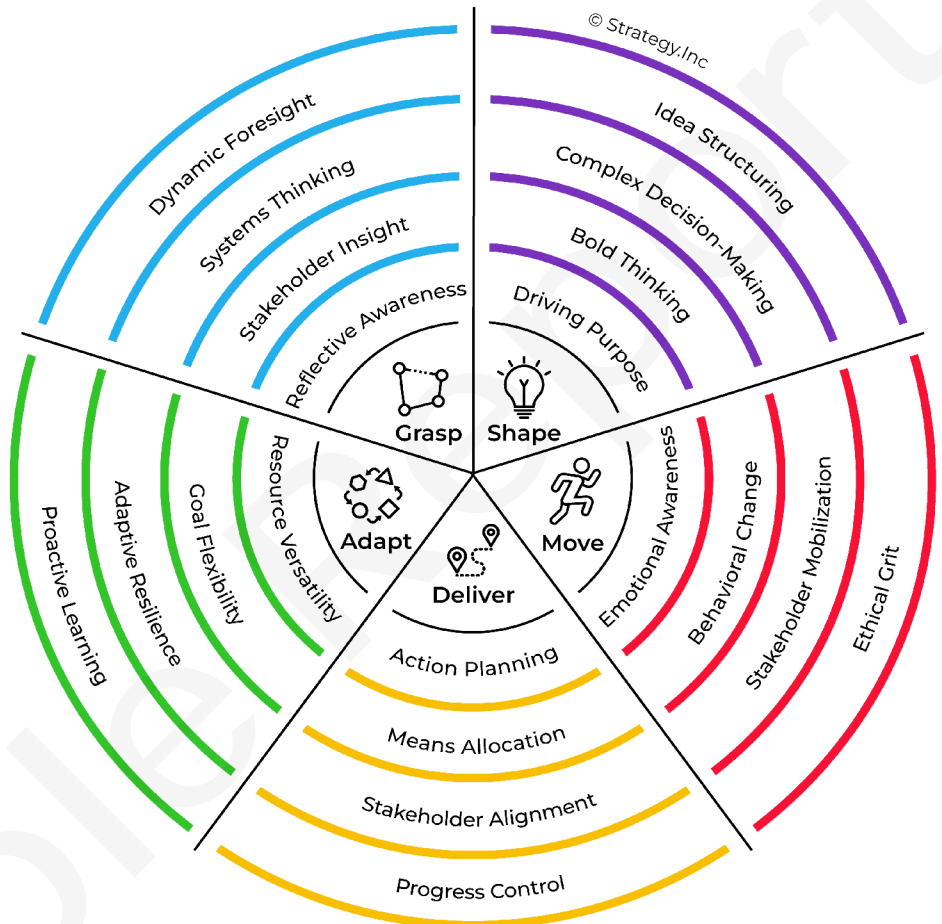
- **Emotional Awareness:** Acknowledges, understands, and manages the emotional aspects of change.
- **Behavioral Change:** Adopts new skills, habits, processes, and behaviors when needed.
- **Stakeholder Mobilization:** Inspires and convinces others to proactively contribute and drive change.
- **Ethical Grit:** Acts in alignment with values and moral principles, even when facing pushback.

Deliver the Results

- **Action Planning:** Identifies key steps and sets a timeline and priorities for taking action.
- **Means Allocation:** Assesses resource needs and addresses them effectively and efficiently.
- **Stakeholder Alignment:** Ensures stakeholders' roles and contributions are aligned with the overall direction and goals.
- **Progress Control:** Follows up diligently until a task has been completed or result has been achieved.

Adapt to Change

- **Resource Versatility:** Finds creative and alternative ways and means to achieve goals.
- **Goal Flexibility:** Reconsiders goals and plans if circumstances require it.
- **Adaptive Resilience:** Handles setbacks well and finds alternative paths to realize ambitions.
- **Proactive Learning:** Learns proactively from own and others' experiences and mistakes to do better in the future.



3. Your Strategy Persona

What's Inside: This chapter identifies and describes your most prominent strategic competency. It reveals the “persona” that shapes how you naturally approach challenges, opportunities, and decision-making.

Why It Matters: Your Strategy Persona influences your default mindset and whether you're inclined toward bold innovation, reflective analysis, or driving swift execution. Understanding it helps you make sense of your inherent leadership style and motivates you to harness or balance it as needed.

As your assessment shows, the core competency that you excel most at is **Move the System**, which means that your Strategy Persona is a **Wolf**.



Definition and Description

Move is the capacity to manage emotional and behavioral change, both in oneself and in others, while maintaining ethical integrity.

A Wolf perfectly symbolizes this competency: wolves live in packs, relying on coordinated effort, mutual trust, and shared leadership. Just as wolves adapt their hunting strategies and social structures to ensure the pack's survival, those high in Move master group dynamics, inspire participation, and maintain moral principles.

Core Idea: A Move-oriented individual excels at reading the emotional currents of a situation, gathering and motivating people around necessary changes, and doing so with a strong commitment to ethical values.

What Makes Wolves Stand Out

Wolves are emotionally capable mobilizers. They excel at:

- Navigating sensitive dynamics with empathy and emotional intelligence.
- Encouraging change through trust, dialogue, and inclusion.
- Holding firm to ethical principles, even when under pressure to compromise.

They differ from more vision- or analysis-driven personas in that they focus on the human side of strategy. Wolves ensure that people move forward together with care, safeguarding integrity and inclusion through every step of the journey.

Contribution to a Team or Organization

Wolves are the indispensable community-builders who ensure teams remain cohesive and ethically grounded. They help:

- Handle emotional undercurrents, identifying potential morale issues early.
- Maintain trust, accountability, and respect among team members.
- Uphold organizational values, guaranteeing decisions reflect integrity as well as results.
- Act as catalysts for healthy change, reducing the friction that often accompanies transitions.

Core Strengths of Wolves

1. **Empathetic:** They genuinely feel what others experience, which helps them respond to emotional needs.
2. **Persuasive:** They can rally people around a cause or change effort, tapping into shared values and motivations.
3. **Ethically Grounded:** They hold firm to moral principles, ensuring fairness and respect guide interactions.
4. **Conflict-Resolving:** They excel at spotting tension and finding workable compromises or solutions.
5. **Team-Oriented:** They prioritize collective success over individual agendas, boosting cohesion and trust.
6. **Resilient:** Their focus on group solidarity helps them bounce back from setbacks, supporting others through challenges.

Potential Weaknesses of Wolves

1. **Overprotective:** Their desire to shield others can lead to reluctance in letting them experience key challenges.
2. **Emotionally Over-Invested:** They may take on others' problems too deeply, risking burnout or blurred boundaries.
3. **Avoids Hard Decisions:** Preferring harmony, they can struggle with decisions that upset or disappoint people.
4. **Slower Implementation:** In trying to satisfy everyone's emotional needs, they can delay action.
5. **Conflict-Averse:** Adept at conflict resolution, they may avoid difficult conversations until circumstances force it.
6. **Dependent on Group Approval:** They may seek consensus excessively, hesitating to lead firmly if the group is divided.

Contexts Where Wolves Flourish

- **Team-Based Projects:** Where cooperation, mutual respect, and shared objectives drive success.
- **Organizational Change Efforts:** Where new behaviors and emotional buy-in are critical for a smooth transition.
- **Ethical or Values-Oriented Environments:** Where maintaining moral standards is a top priority.
- **Conflict-Rich Situations:** Where their mediation skills can turn friction into collaboration.

Contexts Where Wolves Struggle

- **Highly Individualistic Cultures:** They can feel out of place if personal ambition overrides collective harmony.
- **Rapid-Fire Decision-Making Environments:** They may see urgent deadlines as conflicting with people's emotional needs.
- **Top-Down, Rigid Hierarchies:** They thrive on shared leadership and may feel uncomfortable in strict authority structures.
- **Emotionally Closed Settings:** Where people are discouraged from showing and discussing feelings.

Relation to Other Personas

Working Best With...

Wolves typically work best with the Horse (Deliver) Persona.

Why: Horses bring the drive for action and practical execution, while Wolves ensure the emotional side is well-managed. Together, they balance efficiency with empathy, pushing forward without neglecting the human side.

Difficulty Working With...

Wolves may have difficulty with the Eagle (Grasp) Persona.

Why: Eagles rely heavily on logical analysis and can seem detached from emotional considerations. Tension can arise if the Eagle perceives the Wolf as too focused on feelings, or if the Wolf finds the Eagle too distant or purely analytical.

Most Complementary Persona

The Elephant (Shape) Persona can be the most complementary for Wolves.

Why: Elephants offer a forward-looking, purpose-driven vision that resonates with the Wolf's emphasis on emotional needs. Wolves keep people engaged and invested, while Elephants provide a compelling direction.

Conclusion

In summary, the Move / Wolf Persona thrives on active leadership through empathy, moral clarity, and behavioral guidance. By appreciating their ability to create supportive, united environments, they can help teams tackle complex challenges while upholding shared principles. At the same time, they should remain aware of their tendency to over-invest emotionally or delay tough decisions. When balanced effectively, Wolves become a powerful catalyst for cohesive, purpose-driven action.

4. Your Big 5 of Strategy Profile

What's Inside: In this chapter you will explore how you rank on the Big 5 core competencies: Grasp, Shape, Move, Deliver, and Adapt. This overview shows where you excel and where you may need further development.

Why It Matters: Seeing your relative performance across these five competencies helps you grasp your overall strategic orientation. It also highlights how well you balance conceptual thinking, active implementation, and flexibility in changing environments.

While your Strategy Persona says a lot about your main strength, it is incomplete. For a balanced understanding of your individual strategy profile, you need to look at your Big 5 Profile along all five core competencies.

Your Strategy Competencies Ranked

- **Move the System (Wolf)**

A Move-oriented individual excels at reading the emotional side of a situation, rallying people around changes, and doing so with a strong commitment to ethical values.

- **Shape the Future (Elephant)**

A Shape-oriented individual excels at identifying innovative opportunities and reimagining the strategic landscape to create a compelling vision that inspires bold change.

- **Adapt to Change (Octopus)**

An Adapt-oriented individual excels at embracing uncertainty, experimenting with different approaches, and continuously refining their strategies based on what they discover.

- **Grasp the Present (Eagle)**

A Grasp-oriented individual excels at taking in relevant information, synthesizing it, and identifying its importance to strategy, planning, and personal growth.

- **Deliver the Results (Horse)**

A Deliver-oriented individual excels at organizing tasks, coordinating resources, and maintaining focus until the finish line is crossed.

Your Big 5 of Strategy Profile



- Grasp the Present (15.5%)
- Move the System (24.7%)
- Adapt to Change (22.8%)
- Shape the Future (23.3%)
- Deliver the Results (13.7%)

When you look at the information on this page, pay attention to two things in particular:

- **The ranking order on the left.** What does this unique order say about where your main strengths are?
- **The balance on the right.** Do you clearly excel at one or two, or is your competency more evenly distributed?

Your Dual Strength: Shape the Future and Move the System

Your assessment shows that your two strongest competencies are Shape the Future and Move the System. This specific combination gives a unique blend of strengths that you can leverage.

Combining Shape and Move: Your Transformational Strength

When you excel in both Shape and Move, you combine the strengths of an Elephant with those of a Wolf. You possess a powerful combination of visionary insight and dynamic change management. With Shape, you identify transformative opportunities and craft an inspiring future direction. With Move, you bring that vision to life by guiding emotional and behavioral change in a manner that resonates ethically and engages others. Together, these competencies empower you to not only reimagine the status quo but also to actively lead and implement bold transformations.

Common Ground

Both Shape and Move are positioned on the transforming side of the framework. They share a commitment to challenging existing boundaries and driving innovation. While Shape fuels your strategic thinking with creative ideas and long-range vision, Move complements this by mobilizing people and resources to embrace that vision. This shared focus on transformation means you are inclined to see beyond current limitations and to engage others toward ambitious, future-oriented goals.

Impact on Your Strategy

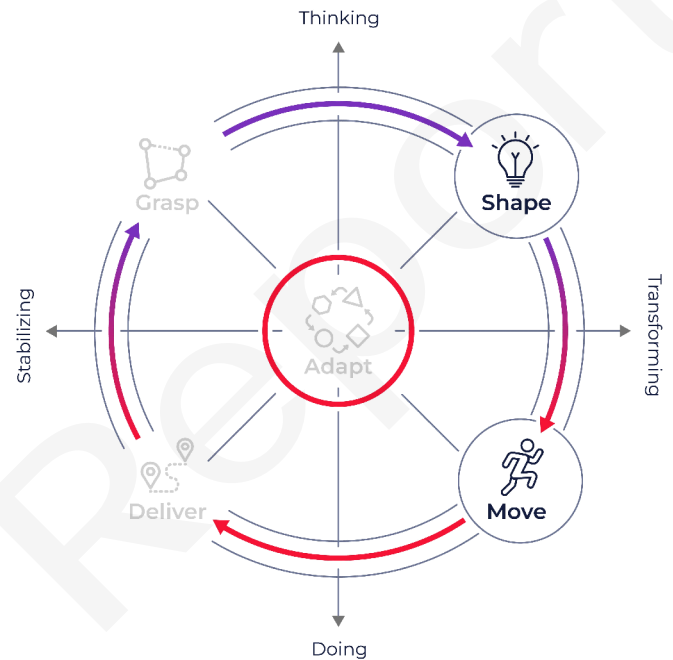
By combining these strengths, your approach becomes both inspiring and actionable. Your ability to envision impactful change is enhanced by your capacity to manage the human side of transformation. This synergy ensures that your innovative ideas are not only conceptually robust but also effectively communicated and implemented. As a result, your work is full of both creative ambition and practical momentum, positioning you to drive meaningful, sustainable change.

Leveraging Your Dual Strengths

To fully enjoy the benefits of your Shape and Move capabilities, consider integrating visionary planning with proactive change management practices. Engage in collaborative sessions that allow you to refine your future-oriented ideas and then use your strong interpersonal skills to build consensus and motivate action. By maintaining open communication and a continuous feedback loop, you can ensure that your transformative vision is both understood and embraced by others, turning bold ideas into tangible results.

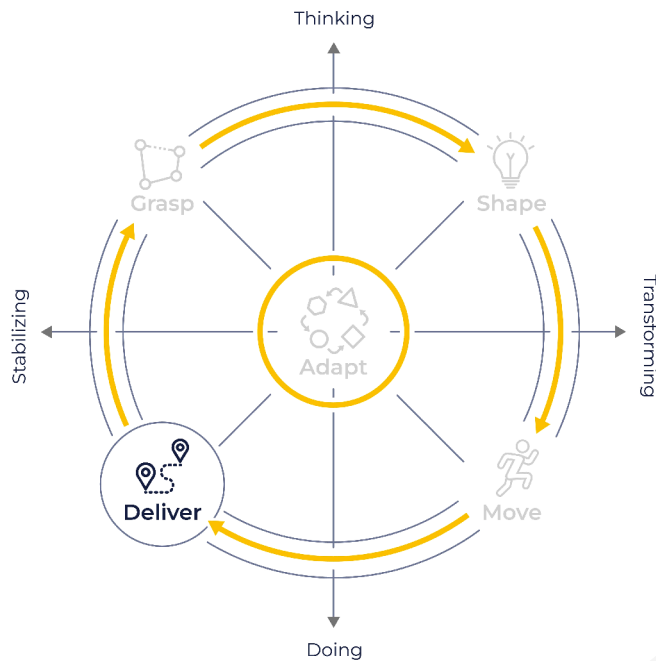
Conclusion

Combining Shape and Move equips you with the unique ability to imagine a compelling future and then energize others to achieve it. This dual strength not only inspires breakthrough thinking but also drives effective, people-centered change. Embrace this synergy to lead in transforming innovative ideas into impactful, real-world success.



Your Main Improvement Area: Deliver the Results

You cannot be equally strong at all five competencies. This is not a problem. Yet, it does signal that there is room for improving your strategy competencies, and that this competency has most opportunities for that.



If Deliver Deserves Improvement

Deliver is about taking the necessary steps to execute plans in close alignment with others, turning strategic visions into tangible outcomes. If this competency is underdeveloped, you may struggle with following through on initiatives, coordinating activities, or ensuring that plans are systematically implemented. Instead of bridging the gap between idea and action, your efforts might result in fragmented outcomes and missed opportunities to achieve lasting impact.

Recognizing the Signs

A weakness in the Deliver competency often shows up as inconsistent execution, where well-conceived strategies remain ideas rather than being transformed into real results. You may notice that deadlines are frequently missed, key details are overlooked, or communication breakdowns lead to disjointed team efforts. This gap in execution can cause frustration among colleagues and erode confidence in the strategic plans that you help develop.

Impact on Decision-Making

When your ability to deliver is limited, even the most innovative strategies can falter during implementation. A weak Deliver competency means that the practical steps required to turn vision into reality are not effectively managed. As a result, strategic decisions may fall short of their intended impact, leaving the organization vulnerable to competitive pressures and less agile in responding to change.

Effect on Leadership and Team Dynamics

A shortfall in delivering results not only affects your individual performance but also disrupts team cohesion. Colleagues may perceive you as unreliable or lacking in follow-through, which can undermine trust and hinder collaborative efforts. In a setting where coordinated action is critical, this weakness can create misalignment between plans and operational execution, ultimately diminishing overall performance.

Path Forward: Developing Your Deliver Competency

The positive news is that the ability to deliver is a skill that can be enhanced with deliberate focus and practice. Consider adopting structured project management practices, setting clear milestones, and maintaining consistent communication with your team to track progress. Reflecting on previous initiatives can reveal where execution failed, allowing you to adjust your approach and build stronger follow-through mechanisms. By strengthening your capacity to coordinate and implement actions effectively, you can transform this weakness into a robust strength, ensuring that your vision is fully realized through disciplined, coordinated execution.

5. Your Full Strategy Competency Profile

What's Inside: This chapter delves into the 20 underlying competencies that make up the Big 5. You'll see detailed feedback about strengths you can leverage immediately, along with competencies where improvement could have a high impact.

Why It Matters: Each competency represents a specific aspect of strategic leadership. By understanding how you score on these finer elements, you can craft targeted development goals and strategies.

Introduction to Your Full Strategy Competency Profile

In this chapter, each core competency is broken down into four specific competencies. This detailed analysis provides you with a nuanced understanding of your strengths and weaknesses. By understanding these 20 competencies in detail, you can better align your personal and professional development efforts with the demands of today's dynamic environments.

In the chart below your scores are ranked from 1 to 20, with your Top 5 Strengths clearly highlighted. To take a deeper dive, on the 10 following pages, you find detailed information on your 5 Core Strengths and your 5 Core Development Areas.

Grasp the Present	Shape the Future	Move the System	Deliver the Results	Adapt to Change
19 Reflective Awareness	3 Driving Purpose	8 Emotional Awareness	14 Action Planning	4 Resource Versatility
12 Stakeholder Insight	5 Bold Thinking	9 Behavioral Change	20 Means Allocation	1 Goal Flexibility
11 Systems Thinking	6 Complex Decision-Making	7 Stakeholder Mobilization	13 Stakeholder Alignment	10 Adaptive Resilience
15 Dynamic Foresight	18 Idea Structuring	2 Ethical Grit	17 Progress Control	16 Proactive Learning

Take some time to look carefully at this chart. What does it tell you? For example, are all your strengths mainly concentrated in one or two of the five core competencies? Or are they dispersed over all five? And what about your key development areas?

● Core Strength: Goal Flexibility

Goal Flexibility is the ability to reassess and adjust your objectives and plans when circumstances change. It involves knowing when to hold firm and when to adapt, thereby recognizing that sticking rigidly to an outdated goal can be more harmful than realigning direction based on new insights, feedback, or external developments. This competency blends openness with discernment, ensuring responsiveness without loss of focus or purpose.

What It Means to Excel at Goal Flexibility

People who excel at Goal Flexibility:

- Regularly revisit whether current goals still serve their intended purpose
- Let go of outdated plans without unnecessary attachment or ego
- Adjust timelines, outcomes, or methods when faced with new realities
- Balance consistency of effort with responsiveness to change
- Encourage a flexibility mindset in teams by modeling adaptability

How It Shows Up in Practice

When Goal Flexibility is a core strength, you likely demonstrate:

- **Receptive recalibration:** You're comfortable changing course when needed. Not as a failure, but as a smart and strategic adjustment.
- **Early signal recognition:** You detect when something's off-track, or when external shifts make the original goal less viable or desirable.
- **Disciplined agility:** You don't chase every new idea but you pivot with purpose, making calculated changes that keep momentum aligned with reality.
- **Change-positive communication:** You help others understand that evolving goals can be a sign of wisdom, not weakness.

Tips for Further Leveraging This Strength

To make even more of your Goal Flexibility:

1. **Schedule regular reflection points.** Build in times to ask: Is this goal still right? What's changed? What needs to evolve?
2. **Distinguish between goals and methods.** Often the destination remains sound, but the path needs adjusting. Stay flexible without losing direction.
3. **Signal change constructively.** When shifting direction, explain the rationale as this builds credibility and brings others along with clarity.
4. **Balance flexibility with commitment.** Not every challenge means you should change course. Use your judgment to avoid unnecessary drift.

● Core Strength: Ethical Grit

Ethical Grit is the ability to stay committed to one's values and convictions, especially under pressure, resistance, or lasting challenge. It involves standing firm in the face of moral ambiguity, defending principled decisions, and continuing to pursue meaningful goals even when the path is difficult, slow, or unpopular.

What It Means to Excel at Ethical Grit

People who excel at Ethical Grit:

- Hold fast to their principles even when it's easier to compromise
- Push forward through uncertainty, tension, or resistance
- Maintain integrity in decision-making, especially under scrutiny
- Stay committed to long-term goals despite discomfort or delay
- Earn trust by consistently showing up with fairness, honesty, and resolve

How It Shows Up in Practice

When Ethical Grit is a core strength, you likely demonstrate:

- **Principled perseverance:** You are willing to take a slower or harder road if it means staying true to your beliefs or values.
- **Moral clarity under pressure:** You resist ethical shortcuts and can articulate why doing the right thing matters, even when outcomes are uncertain.
- **Consistent follow-through:** You keep going when others fade out, sustaining progress through grit, reflection, and purpose.
- **Calm persistence:** You stand firm without becoming rigid or confrontational, thereby asserting your stance with maturity and clarity.

Tips for Further Leveraging This Strength

To make even more of your Ethical Grit:

1. **Define your ethical line.** Clarify in advance which principles are non-negotiable, so you're ready when tested.
2. **Seek moral reflection.** Regularly ask whether your choices align with the kind of leader or contributor you want to be.
3. **Use values in dialogue.** When facing opposition, explain your stance in values-based language rather than abstract argument.
4. **Balance conviction with empathy.** Show others that your viewpoints are rooted in care and fairness, not inflexibility or ego.

● Core Strength: Driving Purpose

Driving Purpose is the ability to define and stay connected to a clear sense of meaning that gives direction to your work. It involves aligning goals, strategies, and decisions with values that transcend short-term wins, ensuring that your efforts contribute to something larger, more enduring, and socially or personally significant.

What It Means to Excel at Driving Purpose

People who excel at Driving Purpose:

- Ground their choices in deeply held values and long-term aspirations
- Seek meaning in their work beyond efficiency or performance metrics
- Inspire others by consistently linking actions to broader goals
- Help teams and organizations stay centered during uncertainty or change
- Keep their focus aligned with mission, relevance, and long-term impact

How It Shows Up in Practice

When Driving Purpose is a core strength, you likely demonstrate:

- **Values-based clarity:** You use your sense of purpose as a compass, thereby guiding your decisions, actions, and conversations with authenticity.
- **Mission alignment:** You naturally ask how projects, initiatives, or strategies contribute to a greater good, beyond immediate success.
- **Inspirational grounding:** You bring others along by connecting their work to what's meaningful, thereby helping them move forward with shared conviction.
- **Sustained commitment:** You're less likely to burn out or drift off course, because you continually reconnect your efforts to what truly matters.

Tips for Further Leveraging This Strength

To make even more of your Driving Purpose:

1. **Clarify and share your purpose.** Make your values and long-term motivations explicit, for yourself and those around you.
2. **Bridge goals and meaning.** Ask how each plan or goal reflects your broader purpose and use that insight to prioritize or refine.
3. **Reground during transitions.** When roles, goals, or contexts shift, return to your purpose to guide adaptation and maintain direction.
4. **Model purpose in action.** Let your purpose show up in both words and behavior, thereby offering a steady example others can trust and follow.

● Core Strength: Resource Versatility

Resource Versatility is the ability to find alternative ways and means to achieve goals, especially when constraints, disruptions, or surprises arise. It involves thinking creatively about available resources, combining them in unconventional ways, and making the most of what's at hand. This competency reflects agility under pressure: not just having resources, but using them smartly and flexibly to move forward.

What It Means to Excel at Resource Versatility

People who excel at Resource Versatility:

- Stay calm and resourceful when plans fall through or resources are limited
- Repurpose tools, skills, or people in ways others might not think of
- Combine existing elements to solve new problems creatively
- Adapt quickly without getting stuck when original solutions are no longer viable
- See abundance where others see limitation

How It Shows Up in Practice

When Resource Versatility is a core strength, you likely demonstrate:

- **Improvisational creativity:** You don't freeze when the usual resources aren't available. You get inventive and move forward anyway.
- **Opportunity spotting:** You notice overlooked capacities, tools, or partnerships that others might dismiss or miss entirely.
- **Efficient problem-solving:** You work with what you've got, finding fast, flexible fixes that keep things moving.
- **Contingency readiness:** You have fallback options or adaptive plans in mind, making you more resilient to disruption.

Tips for Further Leveraging This Strength

To make even more of your Resource Versatility:

1. **Map hidden resources.** Consider not only formal tools and budgets, but social capital, informal support networks, past experience, and institutional knowledge.
2. **Run constraint-based experiments.** Try solving problems with limited tools or time, as this often reveals simpler, leaner approaches.
3. **Build adaptive teams.** Encourage cross-skilling, autonomy, and initiative so teams can respond to shifting needs and fill gaps without waiting for top-down direction.
4. **Tell stories of adaptation.** Sharing examples of resourcefulness builds team confidence that success doesn't always require ideal conditions.

● Core Strength: Bold Thinking

Bold Thinking is the ability to think beyond established norms, challenge assumptions, and envision possibilities that others might hesitate to consider. It involves the courage to break from convention, pursue original ideas, and advocate for transformative directions—even in the face of resistance or uncertainty.

What It Means to Excel at Bold Thinking

People who excel at Bold Thinking:

- Question accepted wisdom and push the boundaries of conventional logic
- Envision opportunities where others see limitations or risk
- Bring creative, sometimes unconventional solutions to complex problems
- Help others see the bigger or more daring picture
- Are willing to take intellectual or emotional risks in service of a better path forward

How It Shows Up in Practice

When Bold Thinking is a core strength, you likely demonstrate:

- **Challenge orientation:** You're not satisfied with doing things the way they've always been done. You look for gaps, inefficiencies, or outdated assumptions, and call them out.
- **Visionary framing:** You help others imagine futures that feel ambitious, exciting, and just within reach, thereby stretching comfort zones in productive ways.
- **Original insight:** You spot opportunities that others overlook and offer ideas that shift the conversation forward.
- **Risk tolerance:** You're willing to propose or support bold moves even when the path is unclear, thereby trusting the value of acting on conviction.

Tips for Further Leveraging This Strength

To make even more of your Bold Thinking:

1. **Back boldness with insight.** Pair visionary thinking with grounded reasoning so that others see your ideas as credible, not just creative.
2. **Stretch others gently.** Introduce unconventional ideas with empathy, helping teams warm up to risk without overwhelming them.
3. **Build on resistance.** Treat pushback as a sign of relevance and use it to sharpen your thinking and make bold ideas more persuasive.
4. **Balance with feasibility.** Boldness thrives when it's paired with some path to action. Think big, but build bridges to execution.

● Key Development Area: Means Allocation

Means Allocation is the ability to assess what resources are needed, such as people, time, money, or tools, and to ensure they are secured, distributed, and used effectively to meet strategic objectives. When this competency is underdeveloped, individuals may overcommit resources, misjudge what's needed, or fail to adapt their resourcing approach when conditions shift.

What It Means if Means Allocation Is a Key Development Area

People who struggle with Means Allocation may:

- Misjudge the scope, cost, or effort required for initiatives
- Spread resources too thin or overinvest in low-impact areas
- Avoid making tough resourcing decisions that require trade-offs or deprioritization
- React emotionally or inconsistently when allocating time or budget
- Fail to revise allocations as priorities or constraints evolve

How It Shows Up in Practice

When Means Allocation is underdeveloped, it can manifest as:

- **Overcommitting teams:** You say yes to too much without aligning resources, resulting in overload.
- **Misdirected effort:** Time or money is spent on activities that don't meaningfully advance strategic goals.
- **Unclear trade-offs:** Without a framework for priority, everything seems urgent, or nothing gets the right support.
- **Delayed course correction:** You fail to adjust resource use even when it's clearly not working.

How to Develop This Competency

To strengthen your Means Allocation:

1. **Clarify strategic priorities.** Know what matters most so you can resource those areas intentionally.
2. **Plan with constraints in mind.** Don't assume ideal conditions but factor in time, people, and budget from the outset.
3. **Review and rebalance.** Make resource reviews a regular part of project and strategy check-ins.
4. **Make trade-offs visible.** Don't avoid hard choices. Naming trade-offs creates clarity and builds alignment.

● Key Development Area: Idea Structuring

Idea Structuring is the ability to organize scattered thoughts, emerging concepts, and complex information into a coherent, actionable framework. It involves shaping raw input into clear categories, connecting insights logically, and turning complexity into structured clarity. When this competency is underdeveloped, thinking may remain scattered or overly abstract, making it difficult to communicate direction or translate ideas into execution.

What It Means if Idea Structuring Is a Key Development Area

People who struggle with Idea Structuring may:

- Jump between concepts without forming a coherent narrative or plan
- Struggle to turn brainstorming or insights into focused, usable outputs
- Present ideas in a way that feels disjointed or unclear to others
- Get lost in details or high-level abstractions without linking them meaningfully
- Fail to prioritize or sequence ideas into a logical flow of action

How It Shows Up in Practice

When Idea Structuring is underdeveloped, it can manifest as:

- **Unfocused communication:** You share lots of input or insight, but others are unsure what it all means or leads to.
- **Stalled execution:** Without structure, great ideas may stay on paper rather than move forward.
- **Fragmented thinking:** You may have the right pieces but struggle to connect them into a plan.
- **Overload or confusion:** Without clear sequencing, people may feel overwhelmed or disengaged.

How to Develop This Competency

To strengthen your Idea Structuring:

1. **Group and prioritize.** After generating ideas, cluster them into themes and decide which matter most to the goal.
2. **Use visual frameworks.** Sketch timelines, logic flows, or strategic maps to bring order to your thinking.
3. **Sequence your points.** When communicating, move from big picture to detail, and from problem to solution.
4. **Ask for synthesis feedback.** Have someone tell you what they heard. If it doesn't sound cohesive, revise and clarify.

● Key Development Area: Reflective Awareness

Reflective Awareness is the ability to recognize your own strengths, weaknesses, and biases, and to understand how these personal attributes influence your thinking and decision-making. It enables intentional self-regulation, deeper self-knowledge, and a more balanced perspective when navigating complexity. When this competency is underdeveloped, you may act reactively or repetitively without realizing how your own habits or blind spots shape outcomes.

What It Means if Reflective Awareness Is a Key Development Area

People who struggle with Reflective Awareness may:

- Move forward without pausing to consider how their behavior influences results, thereby missing opportunities for adjustment or learning
- Dismiss or resist feedback that could offer insight into their habits, mindset, or blind spots
- Rely too heavily on instinct or confidence without testing assumptions or reflecting on patterns
- Repeat the same mistakes or misjudgments without realizing their role in the outcome
- Struggle to understand how others perceive them, making collaboration or trust more difficult

How It Shows Up in Practice

When Reflective Awareness is underdeveloped, it can manifest as:

- **Unexamined patterns:** You may repeat behaviors that lead to poor outcomes without fully realizing why.
- **Feedback resistance:** You might dismiss or deflect feedback that could help you grow.
- **Overconfidence or rigidity:** You may assume your perspective is the most accurate without exploring other angles or your own contribution to problems.
- **Missed learning moments:** You move quickly from one experience to the next without pausing to absorb lessons.

How to Develop This Competency

To strengthen your Reflective Awareness:

1. **Build reflection into your routine.** End each day or week with 5–10 minutes of structured reflection: What went well? What didn't? Why?
2. **Ask for feedback regularly.** Seek input from trusted colleagues or mentors, not just about outcomes, but about how you show up.
3. **Write it down.** Journaling can uncover patterns in your decisions, behaviors, and assumptions that aren't obvious in real time
4. **Pause and examine.** When you experience a strong reaction (frustration, urgency, doubt), ask: What belief or assumption is driving this response?

● Key Development Area: Proactive Learning

Proactive Learning is the ability to seek out new knowledge, reflect critically on experience, and deliberately integrate lessons to improve future outcomes. It's not just about being open to learning when it happens. It's about actively pursuing it. When this competency is underdeveloped, individuals may repeat mistakes, ignore critical feedback, or limit their learning to reactive moments rather than intentionally seeking out growth.

What It Means if Proactive Learning Is a Key Development Area

People who struggle with Proactive Learning may:

- Focus only on doing rather than reflecting and thereby miss valuable insights along the way
- Resist feedback or avoid exploring uncomfortable lessons
- Treat mistakes as threats to self-worth rather than sources of development
- Rely on experience alone rather than actively expanding their knowledge or perspective
- Miss opportunities to evolve processes, relationships, or strategy based on what has already happened

How It Shows Up in Practice

When Proactive Learning is underdeveloped, it can manifest as:

- **Repetitive mistakes:** You find yourself encountering the same problems without learning from previous attempts.
- **Low reflection time:** You move from task to task without pausing to assess what's working or not.
- **Defensiveness to feedback:** You rationalize critiques or avoid them entirely rather than embracing them as growth fuel.
- **Limited curiosity:** You do what's required but don't go beyond to explore, experiment, or question assumptions.

How to Develop This Competency

To strengthen your Proactive Learning:

1. **Build reflection into your routine.** After key events or decisions, ask: What worked? What didn't? What can I do differently next time?
2. **Seek out feedback.** Don't wait. Ask colleagues, mentors, or stakeholders for honest input on how you're doing.
3. **Track lessons over time.** Keep a simple log of key learnings and how they shape your future decisions.
4. **Adopt a learning posture.** Treat every situation, even, or especially failures, as data for growth, not judgments of worth.

● Key Development Area: Progress Control

Progress Control is the ability to follow through consistently until results are achieved. It involves monitoring execution, tracking milestones, holding yourself and others accountable, and making timely adjustments to keep work on track. When this competency is underdeveloped, efforts may start strong but fade out, deadlines may be missed, and accountability can break down, thereby hindering execution and results.

What It Means if Progress Control Is a Key Development Area

People who struggle with Progress Control may:

- Initiate projects well but lose focus or discipline during follow-through
- Miss or delay milestones because progress isn't tracked consistently
- Avoid difficult conversations when others fall behind or underperform
- Rely too heavily on informal check-ins rather than structured oversight
- Feel uncomfortable enforcing accountability—even when goals are slipping

How It Shows Up in Practice

When Progress Control is underdeveloped, it can manifest as:

- **Inconsistent follow-up:** You delegate or decide but don't revisit whether actions are being completed.
- **Late surprises:** You discover too late that key tasks were delayed or misunderstood.
- **Accountability drift:** People may not feel ownership because next steps are vague or unchecked.
- **Momentum loss:** Projects lose steam over time due to lack of steady direction and reminders.

How to Develop This Competency

To strengthen of your Progress Control:

1. **Set clear milestones.** Break larger goals into concrete checkpoints with dates and owners.
2. **Use regular reviews.** Implement short progress check-ins that create rhythm without micromanaging.
3. **Track visibly** .Use shared documents, dashboards, or visual trackers to keep progress transparent.
4. **Address delays early.** Don't wait for failure. Raise concerns and offer support as soon as you see slippage.

Conclusion on your Key Strengths and Development Areas

Your Key Strengths and Key Development Areas show your greatest strengths as well as those competencies where you can still develop most. Both are essential to be aware of, as they most clearly define your strategic competency profile.

Leveraging Your Strategic Strengths With Intention

- Goal Flexibility
- Ethical Grit
- Driving Purpose
- Resource Versatility
- Bold Thinking

The five competencies where you scored highest reflect the strategic power skills that already come most naturally to you. They are your foundation: the cognitive, behavioral, and emotional tools you consistently bring to complex challenges, long-term thinking, and moments of change.

These strengths are more than personal assets. They shape the way others perceive your value, the types of roles where you thrive, and the contributions you're most trusted to deliver. By understanding them more deeply, you gain the ability to double down on what works, while also applying these capabilities more intentionally across a wider range of situations.

As you reflect on these competencies, consider how to actively use them to advance your goals. Ask yourself: Where am I underutilizing these strengths? How might I apply them in areas where I've struggled? And how can I support others by bringing these capabilities to the forefront?

Your top five are not the end of the story. They are the strongest starting point. They represent the momentum you already have. Used wisely, they can serve as both anchor and amplifier on your journey toward even greater strategic impact.

Embracing Your Full Strategy Competency Profile

Ultimately, a full-spectrum view of your competencies empowers you to transform your insights into actionable strategies. By leveraging your strengths and systematically addressing areas for improvement, you position yourself to deal with complex challenges and drive impactful, sustainable change in your professional environment. Therefore the last two pages of this self-assessment cover the full list of 20 competencies in a concise manner.

Turning Key Development Areas into Growth Pathways

- Means Allocation
- Idea Structuring
- Reflective Awareness
- Proactive Learning
- Progress Control

The five competencies you scored lowest on represent areas where your strategic performance currently has the most room to grow. They are not fixed shortcomings, but rather invitations for development. They are gaps that, when addressed intentionally, can significantly expand your effectiveness and impact.

Understanding these areas offers you a unique opportunity: to reflect on how these blind spots may be limiting your potential, to spot recurring patterns in your work or decision-making, and to begin closing the gap between your intentions and your influence.

As you review your profile, resist the temptation to see these competencies as flaws. Instead, use them as developmental levers, focusing on one or two areas that are most relevant to your current context. Each of these competencies can be strengthened through awareness, experimentation, and consistent learning.

Taken together with your strengths, these development areas help complete your strategic picture. They offer the next edge of growth and, over time, the chance to become a more well-rounded, adaptive, and impactful strategist.

Your Full List of Strategy Strengths

On this and the next page you find a sequenced list of all 20 competencies, grouped in your strengths (this page) and your development areas (next page). This gives you a detailed understanding of what your unique strategy proficiency looks like.

1. ● **Goal Flexibility**
People who excel at Goal Flexibility adapt without losing direction. They are skilled at re-evaluating plans in light of new realities, balancing ambition with realism. Their ability to pivot and reframe ensures that strategies stay relevant, avoiding rigidity while staying committed to meaningful, achievable progress under evolving conditions.
2. ● **Ethical Grit**
People who excel at Ethical Grit hold fast to their values even when under pressure. They make difficult decisions with moral clarity, standing firm in the face of opposition, shortcuts, or ambiguity. Their consistency builds trust, fosters principled leadership, and ensures that integrity remains at the heart of strategy and execution.
3. ● **Driving Purpose**
People who excel at Driving Purpose are guided by values and meaning. They connect their work, and that of others, to a higher mission, ensuring that decisions serve something greater. This orientation fuels motivation, resilience, and long-term impact by grounding strategy in clarity of direction and a sense of shared significance.
4. ● **Resource Versatility**
People who excel at Resource Versatility are inventive and quick to adapt. They find unexpected ways to use what's available, bridging resource gaps with creativity and determination. Whether dealing with scarcity or shifting conditions, they keep things moving by flexibly rethinking how tools, people, or time can be deployed for impact.
5. ● **Bold Thinking**
People who excel at Bold Thinking challenge assumptions and imagine new possibilities. They are unafraid to explore unconventional ideas and stretch beyond what's proven. Their courage to envision what doesn't yet exist helps teams break free from incremental thinking and unlock transformative innovation and strategic breakthroughs.
6. ● **Complex Decision-Making**
People who excel at Complex Decision-Making thrive under uncertainty. They balance diverse inputs, assess risk, and weigh multiple perspectives without losing focus. Their ability to navigate ambiguity calmly and constructively enables them to make sound, timely decisions that hold up in fast-changing and multifaceted environments.
7. ● **Stakeholder Mobilization**
People who excel at Stakeholder Mobilization bring others on board with energy and conviction. They rally support, inspire commitment, and turn passive stakeholders into active contributors. Their presence helps build momentum behind initiatives, uniting people around common goals and translating vision into collective action.
8. ● **Emotional Awareness**
People who excel at Emotional Awareness pick up on subtle emotional cues in themselves and others. They manage emotions constructively, especially during change and tension. Their sensitivity fosters empathy, trust, and calm, allowing them to lead through uncertainty with emotional intelligence and interpersonal strength.
9. ● **Behavioral Change**
People who excel at Behavioral Change are open, adaptable, and growth-oriented. They adopt new habits and routines with ease, helping teams shift direction when needed. Their readiness to experiment and evolve in response to feedback or challenges makes them powerful agents of change and continuous improvement.
10. ● **Adaptive Resilience**
People who excel at Adaptive Resilience navigate adversity with steadiness and resolve. When faced with failure or disruption, they recalibrate, recover, and grow. Their emotional steadiness, problem-solving mindset, and forward drive allow them to remain effective when others freeze, turning setbacks into stepping stones for future growth.

Your Full List of Development Areas

While the previous page focused on your 10 strengths, this page focuses on the 10 competencies where you can benefit most from further development. To help you see in which direction to move, they are formulated as if you excel at them.

20. ● Means Allocation

People who excel at Means Allocation are skilled at assessing what's needed and putting resources to their best use. They prioritize effectively, manage constraints wisely, and ensure that plans are resourced in proportion to their importance. Their strategic mindset ensures efficiency without compromise, enabling teams to do more with less.

19. ● Idea Structuring

People who excel at Idea Structuring bring clarity to complexity. They organize scattered inputs into cohesive, actionable strategies and frameworks. Their structured thinking helps translate big ideas into plans others can follow, enabling teams to move from concept to execution with shared understanding and practical direction.

18. ● Reflective Awareness

People who excel at Reflective Awareness are deeply attuned to their own thoughts, emotions, and patterns of behavior. They recognize how their strengths, weaknesses, and biases influence decisions. This self-knowledge enables them to act with integrity and clarity, and to improve through reflection and mindful personal growth.

17. ● Proactive Learning

People who excel at Proactive Learning treat every experience as an opportunity to grow. They seek feedback, examine outcomes, and apply lessons quickly. Their urge to improve drives innovation and agility, for themselves and for those around them, creating a learning culture where growth becomes a shared, strategic advantage.

16. ● Progress Control

People who excel at Progress Control are relentlessly focused on follow-through. They monitor timelines, track milestones, and ensure accountability across the board. Their methodical approach catches delays before they derail and keeps initiatives on track, making sure strategic promises turn into real, measurable outcomes.

15. ● Dynamic Foresight

People who excel at Dynamic Foresight scan the horizon for emerging shifts and future possibilities. They connect signals and trends before others see them, helping prepare for change. Their forward-looking mindset enables them to anticipate challenges, spot opportunities, and make decisions grounded in long-term relevance.

14. ● Stakeholder Alignment

People who excel at Stakeholder Alignment ensure that everyone involved understands their role, responsibilities, and how they contribute to the bigger picture. They resolve friction points, clarify expectations, and foster buy-in. Their strength lies in harmonizing efforts into unified execution that advances strategic goals cohesively.

13. ● Action Planning

People who excel at Action Planning transform ideas into structured, achievable steps. They know how to sequence priorities, anticipate bottlenecks, and design roadmaps that keep momentum going. Their strength lies in converting strategy into motion, creating clarity and ensuring initiatives move forward with pace, focus, and discipline.

12. ● Systems Thinking

People who excel at Systems Thinking see the bigger picture and the fine-grained detail at once. They grasp how various elements interact across levels and functions, identifying patterns, ripple effects, and root causes. This ability helps them make well-informed decisions that align with the dynamics of the larger system.

11. ● Stakeholder Insight

People who excel at Stakeholder Insight intuitively understand the needs, perspectives, and motivations of others. They listen actively, map complex interests, and anticipate reactions. This allows them to build trust, navigate relationships with care, and ensure that all relevant voices are considered in strategic thinking and decision-making.

6. From Insight to Action

What's Inside: This chapter offers practical suggestions to help you act on the insights you've gained throughout the report. You'll find tips for taking stock of your strengths, developing yourself, and adapting your approach as you progress.

Why It Matters: Having awareness alone isn't enough; real growth happens when you intentionally apply what you've learned. This chapter guides you through next steps, ensuring you can integrate your new understanding into your professional life.

You've explored your strategic strengths, reflected on your unique persona, and examined how you think, act, and adapt in complex situations. Now it's time to translate that insight into impact. Whether alone or with a certified coach, you'll learn how to:

- Identify and activate your top strategic strengths
- Understand and address your blind spots
- Create a personal development plan tailored to your goals
- Build momentum and accountability for your growth journey

Strategy is not just about what you know. It's about how you grow. This chapter is your roadmap for doing exactly that.

Principle 1: Strengths-Forward, Gap-Aware

We grow best when we build on what already works. Research shows that focusing on 3 strategic strengths to every 1 challenge area is not only more motivating. It is also more effective for sustained growth.

What to Focus On:

- Your Strategy Persona and Dual Strength
- Your Top 5 Strategic Competencies
- 1 to 3 growth edges from your lowest scores

We call these your:

Strategic Power Profile	Your Strategy Persona, Dual Strength and top 5 strengths: your core fuel for strategic success
Strategic Blind Spots	1–3 competencies that may need attention or support

You don't need to be great at everything. But you do need to know where you shine and where you could grow or team up.

Principle 2: Grow It or Share It?

Not every blind spot needs to be fixed. Some are best addressed by partnering with people who complement you, especially if you're aligned on the same purpose, vision, and values (your North Star). Here's a quick way to decide:

Should I develop this, or partner for it?

Ask yourself:

1. Is this blind spot actively harming performance or trust?
2. Is it misaligned with my values or purpose?
3. Is it essential for my role or future goals?
4. Do I have a teammate or partner who excels here?
5. Am I aligned on the North Star with this teammate?

If harmful or misaligned → **Develop it.**

If non-critical and can be left to others → **Partner smartly.**

Great teams don't need everyone to excel at everything. They need complementary strengths aligned on a shared North Star.

Your Personal Development Plan

Use the following three steps to design your 90-day growth plan. This short, focused period gives you a concrete timeframe to build momentum and make meaningful progress. By setting clear priorities, identifying practical actions, and tracking your development, you turn insight into real strategic growth.

Step 1 Clarify Your Strategic Focus

List your strengths: Identify your 2 dominant personas and 5 highest scoring competencies.

- Top Persona 1:
- Top Persona 2:
- Strength 1:
- Strength 2:
- Strength 3:
- Strength 4:
- Strength 5:

Then ask yourself: How do these show up in your current role? When are you at your best?

Step 2 Identify Your Growth Edges

Select 1–3 competencies to develop or partner for.

Choose based on impact, alignment, and role relevance.

Growth Area 1:

► Action: Develop / Partner

Growth Area 2:

► Action: Develop / Partner

Growth Area 3:

► Action: Develop / Partner

What makes each of these worth your attention? What would progress look like?

Step 3 Set Your Strategic Development Goals

Set 3 clear goals you'll work toward in the next 90 days. Each should be:

- Aligned with your strengths
- Addressing at least one growth edge
- Actionable, time-bound, and meaningful

Goal 1

- What:
- Why it matters:
- First Step:

Goal 2

- What:
- Why it matters:
- First Step:

Goal 3






- What:
- Why it matters:
- First Step:

How Strategic Growth Evolves Across Levels

As you develop your strategic competencies, it's helpful to recognize how they grow in scope and complexity over time. The image above shows how each strategic skill can evolve from the personal to the organizational level:

- **Leading Self** involves mastering the inner dimension of strategy: your mindset, habits, and personal patterns of action.
- **Leading Others** expands this to influencing and enabling people around you, in your team, unit, or department.
- **Leading Organizations** builds further, translating strategy into collective direction, systems change, and value creation at scale.

Use this as a guide to stretch your goals. Improve where you are now, and to prepare for broader leadership impact ahead.

	Definition	Leading Self	Leading Others	Leading Organizations
Grasp 	Shows awareness and understanding of self in relation to the larger context and direction.	Understands how personal tasks and responsibilities develop and relate to one's working environment.	Guides the team to understand its overall situation in the light of the larger context and direction.	Leads the organization to develop a collective grasp of its overall situation and long-term direction.
Shape 	Identifies impactful opportunities for change and defines a viable future direction.	Identifies and embraces opportunities within one's role and defines a path to contribute to overarching goals.	Encourages the team to articulate the team's future and path in alignment with its purpose.	Articulates and champions a powerful, visionary narrative that defines the organization's direction and ensures unity.
Move 	Manages emotional and behavioral change of self and others while maintaining ethical integrity.	Embraces personal change by adapting behaviors, managing emotions effectively, and staying ethically grounded.	Leads teams through change by fostering the emotional growth, behavioral change, and moral stability required.	Drives change across the organization by mobilizing people, fostering a change-oriented culture, and leading with ethical clarity.
Deliver 	Takes the necessary steps to execute one's plans in close alignment with others.	Executes individual tasks and responsibilities diligently, ensuring meaningful contributions to overall goals.	Ensures the team delivers on its commitments, driving accountability and aligning team outputs with overall priorities.	Oversees the correct delivery of objectives, ensuring the organization's focus on execution and achieving its desired results.
Adapt 	Adapts proactively and continuously to changing and challenging circumstances.	Adjusts skills and behavior to changing and challenging circumstances, ensuring ongoing relevance and impact.	Encourages the team to adapt to evolving realities, ensuring agility and fostering a mindset of continuous improvement.	Builds a culture of adaptability and resilience, enabling the organization to pivot and thrive through change.

Stay Accountable

You don't have to do this alone.

1. **If working with a coach or trainer:** Share this plan and co-create a cadence for follow-up.
2. **If self-coaching:** Schedule monthly reviews with yourself. Reflect on what's working, what's evolving, and what needs to shift.
3. **Consider using AI to:**
 - Reflect on your goals and track your progress
 - Role-play strategic conversations or leadership scenarios
 - Practice decision-making or ethical dilemmas
 - Get prompts for deepening strengths or resolving blind spots

Strategy is never set-and-forget. It's test-learn-adapt. And so is your personal growth.

Final Words: Strategy Is a Practice

Your results are not a label. They're a launchpad.

The Big 5 of Strategy doesn't define you. It describes a snapshot of how you think, act, lead, and adapt in complex environments. That snapshot can change as you do.

Whether you're an Eagle seeking bold flight paths, a Wolf rallying the team, or an Octopus navigating uncharted waters, you now have a language for your strategic self.

Use it well.

Grow wisely.

And keep thinking like a strategist.

7. Join the Journey

What's Inside: This final chapter outlines what you can do to help others and share the message.

Why It Matters: Building individual strategy competency is essential in all parts of the world. The more people join the journey, the more effective and impactful they, and the organizations they work with, can be.

What the Big 5 of Strategy Is

The Big 5 of Strategy is more than an assessment. It's a comprehensive framework to help you think strategically, act intentionally, and grow consciously. It's grounded in research, shaped by practice, and designed for a world that won't stop changing. At its core, the Big 5 framework helps you:

- **Understand your strategic self**—how you grasp reality, shape vision, lead change, deliver results, and adapt.
- **Grow your strategic power**—by strengthening your core competencies and aligning your actions with purpose.
- **Build high-performing teams**—through shared language, complementary strengths, and aligned vision.
- **Navigate complexity with clarity**—through reflective awareness, ethical decision-making, and agile execution.

With this report in hand, you now have a mirror, a map, and a momentum-builder.

Join the Movement: Make the World More Strategic

We're on a mission to help humanity get more strategic. We believe strategy belongs to everyone, not just executives or consultants. It should live in conversations, behaviors, decisions. And in you. If this resonates with you, here are five ways to take the next step:

What You Can Do With It

1. Use the report for self-reflection and self-coaching.
2. Create a personal development plan aligned with your career path or leadership goals.
3. Engage in team-based strategy conversations using the shared language of the Big 5.
4. Encourage your team members to complete the assessment, then discuss your results together to explore how your personas and competencies complement each other.
5. Apply the insights in coaching, mentoring, and leadership development.
6. Embed strategy as a daily habit, not just a quarterly exercise.

Step 1.

Share Your Persona Or Dual Strength Image

We've created visual resources, Your **Strategy Persona** and Your **Dual Strength Image**, which you can post online to let others know your strategic style: whether you're an Eagle, Elephant, Wolf, Horse, or Octopus, and which combination thereof. Sharing this:

- Sparks curiosity
- Inspires others to explore theirs
- Starts conversations about strategy that matter

Tag it with #Big5ofStrategy and invite others to take the assessment too.

Step 2.

Sign and Share the Strategy Manifesto

We've redefined strategy for a world in motion. The **Strategy Manifesto** outlines the 10 shifts needed to bring strategy to life in today's reality. For example:

- From linear planning to adaptive experimentation
- From top-down directives to distributed strategic ownership
- From static documents to living, breathing practices

You can sign the manifesto and share it with your network at www.strategy.inc/manifesto.

Step 3.

Role Model What You Want to See

The best way to inspire change is to **embody** it. Use your report to become:

- A more self-aware strategist
- A more purposeful leader
- A more resilient thinker

Nothing speaks louder than a person who lives strategy with integrity, clarity, and vision.

Step 4.

Work with a Certified Big 5 of Strategy Coach

If you want to go further and faster, **work with a certified coach** who understands the model inside-out. They can:

- Help you unpack your results in deeper ways
- Support your personal development goals
- Challenge and champion your growth as a strategist

This is especially powerful during transitions, promotions, or team challenges.

Step 5.

Become a Certified Big 5 of Strategy Coach

Ready to guide others? You can **become part of a growing global network of certified coaches**. This pathway is ideal for:

- Coaches
- Trainers
- Leadership consultants
- Organizational developers

You'll learn how to interpret the framework, lead assessments, and coach individuals and teams toward strategic transformation.

Check our coach certification program on www.big5ofstrategy.com for more information on how to get certified and join the movement as a strategic development leader.

Final Words: Let Strategy Become a Way of Life

"Strategy is not a document. It's not a plan on a slide. It's a living force, powered by curiosity, adaptability, and purpose."

— From The Strategy Manifesto

Whether you're here to lead change, build alignment, or simply understand yourself better, you're now part of something bigger. Let this be more than a report. Let it be a turning point. Welcome to the movement.

