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EXECUTIVE HUB

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Strategy on a Page

A practical toolkit for Clarity, Focus, Execution

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A Strategy on a Page Model

A Strategy on a Page is a one-page strategic framework that clarifies:

- Where your organisation is going
- The outcomes that define succes
- Where you will compete (and where you won't)
- The critical priorities required to succeed

It is not a summary of everything your business does. It is a set of deliberate choices that guide decision-making. If your strategy cannot be explained clearly on one page, it is unlikely to drive consistent decisions across your leadership team.

What Is This Tool Used For?

This downloadable toolkit is designed to help leadership teams:

- Align on strategic direction
- Clarify 12–36 month priorities
- Focus resources on what matters most
- Create accountability for measurable outcomes
- Communicate strategy clearly to teams and stakeholders

It can be used for:

- Annual strategic planning
- Leadership offsites
- Board discussions
- Business resets or pivots
- Growth planning

It is not a business plan, marketing plan or operational checklist.

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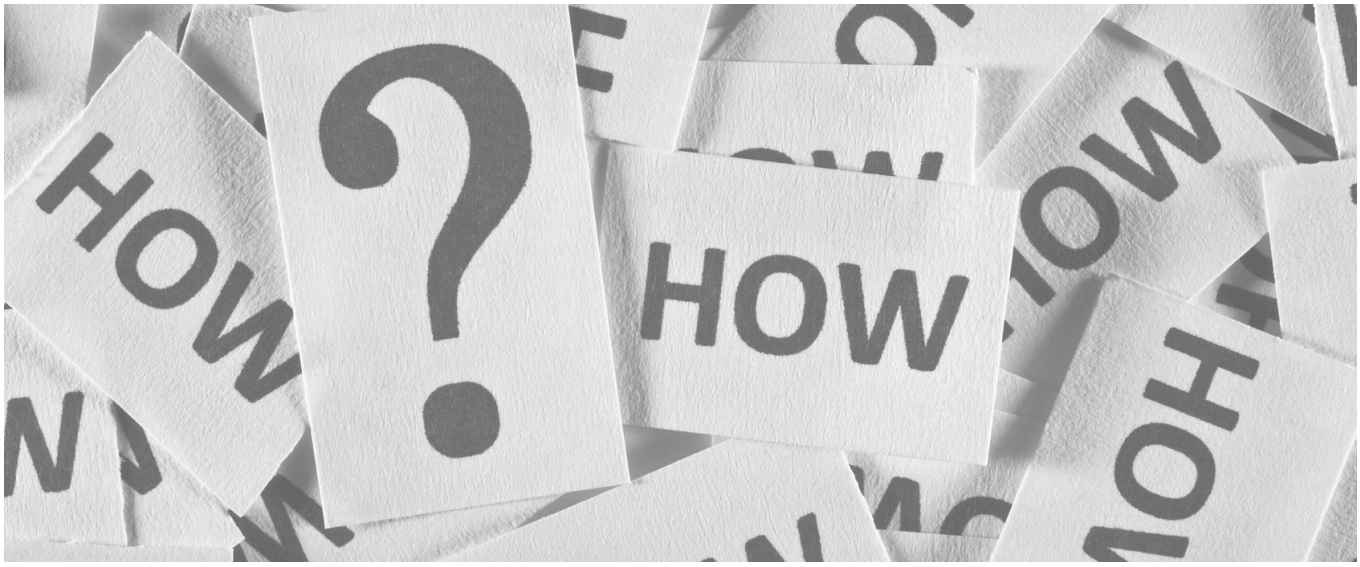


How to use this toolkit

This toolkit is designed to be used as a structured working session,not completed individually in isolation. It works best when leadership teams engage in honest discussion, make deliberate choices and commit to clarity. Before you begin ensure you have;

- The right decision-makers in the room
- Current performance data available
- Clarity on your planning horizon (typically 12–36 months)
- An agreed timeframe for the session (allow 2–4 hours minimum)

This is not a brainstorming exercise, is it used as a decision-making exercise.

Step 1: Set the Context (15–20 minutes)

- Agree on why you are doing this now
- The time horizon you are planning for
- The level of ambition required
- Clarify that the goal is alignment and focus — not perfection.

Step 2: Define the Vision & Targets (45–60 minutes)

- What does success look like in 3 years?
- What would make us genuinely proud?
- What outcomes must be measurable?
- Limit targets to 3–4.
- Too many targets dilute accountability.

Once agreed, test them, are these stretching but achievable? Would we be able to confidently communicate these externally?

Strategic choices

Step 3: Make Strategic Choices – Where Will We Play? (45 minutes)

This is often the most important discussion. Ask yourselves:

- Where do we have the strongest advantage?
- Where are margins strongest?
- Where are we distracted?
- What should we stop doing?
- What sectors or industries?
- Which geographic focus should we have?
- What customer segements?
- Which products and services?
- What markets will we not pursue?

Step 4: Identify How You Will Win (30–45 minutes)

Shift the conversation from markets to capability. Questions to ask;

- What must we be exceptionally good at?
- What capabilities are currently limiting us?
- What must improve for this strategy to work?
- What is our leadership capability, culture and governance?
- How are our systems and technology working?
- What is our financial capacity?
- What partners do we have?

This is where intent becomes operational discipline. This section links ambition to the operational realities facing the business.

What we must do?

Step 5. What must be true for this strategy to succeed? Define 3-5 priorties (45 minutes)

Now its time to narrow the focus. If we could only achieve three things this year, what would they be?

- What must be true for this strategy to succeed?
- Where should leadership attention be concentrated?

Examples could be;

- Strengthen leadership capability
- Improve operational scalability
- Build recurring revenue streams
- Invest in brand positioning

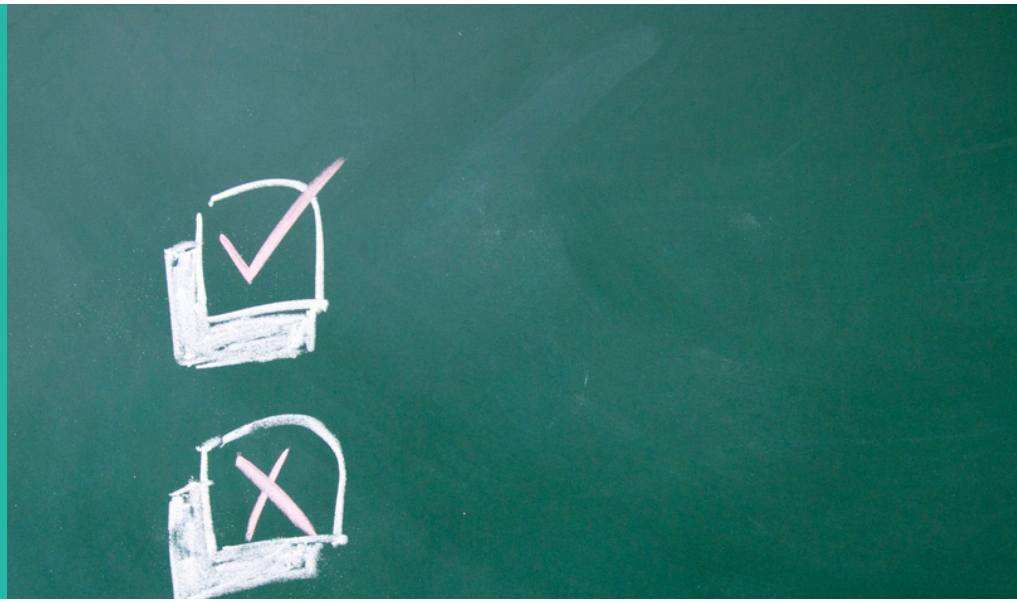
Avoid task lists. These should be strategic levers, and are not operational activities.

After the Session

Your Strategy on a Page should now:

- Be clear enough to explain in five minutes
- Fit comfortably onto one page
- Be agreed to by the leadership team

Embed strategy



Next steps:

- Share it with your broader team
- Align budgets and resources to it
- Use it to guide quarterly priorities
- Refer to it when making investment decisions

How to Embed Strategy into Daily Decisions

Use your Strategy on a Page to test:

- New opportunities
- Hiring decisions
- Capital investments
- Product development
- Market expansion

Ask questions

Does this align with our defined strategy?

Does this strengthen our critical priorities?

Or is this a distraction?

Review quarterly to assess progress against targets and priorities

Refresh when:

- Market conditions shift or major growth opportunities arise
- Performance deviates significantly
- Leadership changes occur

Strategy on a Page

Vision

To be the.....

Targets (3-4 measurable targets)

Target 1	Target 2	Target 3	Target 4

How will we get there?

Where will we play? (what areas)

What must we do? List 3-5 critical priorities.

Review quarterly. Refresh annually. Use this page to guide decisions, investment and focus.

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GET IN TOUCH

We hope you found this toolkit useful. If you'd like to learn more about The Executive Hub community or to speak to one of our experienced advisors please contact us for a confidential discussion.

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