

S T R A T E G I C *Clarity*

Self-Assessment of Strategic Clarity

How integrated is your strategic thinking?

10 questions to evaluate the maturity of strategic clarity
in your team, project, or organization.

A companion resource to the book
Strategic Clarity in a Fragmented World
by Dr. Tobias Adam

www.strategic-clarity.site

How to Use This Self-Assessment

This assessment helps you evaluate how well your team or organization integrates the four disciplines that drive strategic clarity: **Strategy**, **Foresight**, **Innovation**, and **Decision Quality** — connected by **Visual Reasoning**.

Rate each of the ten dimensions on a scale from 1 (rarely practiced) to 5 (systematically embedded). Be honest — this is a diagnostic tool, not a test. There are no right answers, only useful ones.

After completing all ten questions, add up your total score and find your profile on the evaluation page. Each profile includes specific recommendations for where to start improving.

The Scale

1	Rarely	This practice is absent or accidental. No shared language or process exists.
2	Occasionally	It happens sometimes, driven by individuals, not by organizational habit.
3	Emerging	There is awareness and some structure, but application is inconsistent.
4	Established	The practice is embedded in key processes and supported by leadership.
5	Systematic	It is a core organizational capability — visible, measurable, and continuously improved.

Who Should Complete This?

This assessment works for individuals reflecting on their own practice, for leadership teams evaluating organizational readiness, and for facilitators preparing a strategy engagement. For the most insightful results, have multiple team members complete it independently, then compare scores.

This self-assessment is adapted from the full diagnostic in Appendix C of Strategic Clarity in a Fragmented World. The book provides detailed guidance for each dimension, including facilitation strategies, cognitive triggers, and practical exercises to move from any score to the next level.

The 10 Dimensions of Strategic Clarity

STRATEGY

01 Strategic Framing Quality

Do we invest deliberate effort in framing strategic challenges before jumping to solutions?

Score 1: Strategy discussions jump directly to options or actions without structured framing of the problem space.

Score 5: Every strategic initiative begins with explicit framing: clarifying goals, constraints, stakeholders, and assumptions before any option is generated.

Score:

STRATEGY

02 Option Generation Breadth

Do we systematically generate multiple strategic alternatives before committing to one?

Score 1: Decisions default to one or two familiar options. Alternatives are rarely explored beyond the obvious.

Score 5: We use structured methods (e.g., morphological boxes, scenario-informed design) to generate diverse, genuinely distinct strategic options.

Score:

FORESIGHT

03 Futures Awareness

Do we actively explore multiple plausible futures rather than relying on a single forecast?

Score 1: Planning is based on extrapolation of current trends. Uncertainty is acknowledged but not structurally explored.

Score 5: We routinely develop and test strategies against multiple scenarios, using structured foresight methods like scenario planning and horizon scanning.

Score:

FORESIGHT

04 Signal Detection & Early Warning

Do we have mechanisms to detect weak signals and emerging changes before they become obvious?

Score 1: We react to change after it happens. Trend monitoring is ad hoc or absent.

Score 5: We maintain an active signal radar with regular scanning cycles, and early warnings are integrated into decision-making routines.

Score:

INNOVATION

05 Structured Innovation Practice

Do we use structured creative methods to challenge assumptions and generate novel solutions?

Score 1: Creative work is sporadic and brainstorming-based. Innovation relies on individual inspiration rather than disciplined process.

Score 5: We apply structured inventive methods (e.g., SIT patterns, constraint-based ideation) to systematically challenge the core elements of our strategies.

Score:

INNOVATION

06 Cross-Disciplinary Integration

Do we actively connect insights across strategy, foresight, innovation, and decision-making?

Score 1: Each discipline operates in its own silo. Foresight findings rarely inform innovation; strategy ignores creative input.

Score 5: We deliberately design processes that integrate multiple disciplines, using shared frameworks and visual artifacts to connect insights across domains.

1

2

3

4

5

Score:

DECISION QUALITY

07 Decision Quality Discipline

Do we evaluate the quality of our decision process, not just the outcome?

Score 1: Decision quality is discussed after failures, never before them. Good outcomes are assumed to reflect good decisions.

Score 5: Decision quality has explicit criteria and a recurring review process. We distinguish between decision quality and outcome quality.

1

2

3

4

5

Score:

DECISION QUALITY

08 Bias Awareness & Mitigation

Do we actively identify and counteract cognitive biases in our strategic reasoning?

Score 1: Cognitive biases are not part of our vocabulary. Confirmation bias, anchoring, and groupthink go unnoticed.

Score 5: We use bias-busting techniques, devil's advocate roles, and structured evaluation methods to surface and mitigate cognitive distortions.

1

2

3

4

5

Score:

VISUAL REASONING

09 Visual Reasoning Practice

Do we routinely externalize reasoning into shared visual artifacts?

Score 1: Strategic reasoning lives in slides and spoken discussion. Visual artifacts are decorative, not functional.

Score 5: Major strategic conversations happen around visual artifacts (maps, canvases, matrices) that evolve with the discussion and persist between meetings.

1

2

3

4

5

Score:

INTEGRATION

10 Commitment to Adaptive Strategy

Do we treat strategy as a living, evolving architecture rather than a fixed plan?

Score 1: Strategy is a document produced annually and rarely revisited. Adaptation happens reactively, not by design.

Score 5: We maintain a living strategic architecture with regular review cadences, signal-based updates, and explicit learning loops built into the process.

1

2

3

4

5

Score:

Your Score

Add up your scores from all 10 dimensions:

TOTAL: ____ / 50

Your Profile

10-25 Points: Fragmented Thinker

Strategic disciplines exist in silos. Decisions rely heavily on intuition, experience, and ad hoc analysis. Foresight is limited to trend extrapolation, innovation happens in isolated bursts, and decision quality is evaluated by outcomes, not process. Visual artifacts are decorative rather than functional.

Where to start: Pick one upcoming strategic decision and apply structured framing (Dimension 1) before jumping to options. Document assumptions explicitly and revisit them after the decision. This single practice, repeated consistently, begins to shift the culture from reactive to reflective.

26-37 Points: Emerging Integrator

You have awareness and pockets of good practice, but integration is inconsistent. Some dimensions score well (often those championed by individuals), while others lag. The biggest gap is usually between knowing the right approach and embedding it in organizational routines.

Where to start: Identify your two lowest-scoring dimensions and design a 90-day experiment to strengthen them. Use the strongest dimension as a bridge — for example, if you score high on Foresight but low on Decision Quality, start testing your scenarios against explicit decision criteria.

38-50 Points: Strategic Clarity Practitioner

Integration is embedded in your practice. You connect foresight with strategy, use structured methods for innovation, evaluate decision quality deliberately, and externalize reasoning visually. The challenge at this level is sustainability and scale — ensuring the practice survives leadership changes, new team members, and shifting priorities.

Where to start: Focus on teaching and embedding. Document your reasoning processes, create facilitation playbooks, and mentor others in integrative thinking. Consider using this self-assessment as a recurring team ritual — quarterly reassessment builds shared accountability.

What's Next?

This self-assessment is your starting point, not your destination. For detailed guidance on each dimension — including facilitation strategies, cognitive triggers, workshop formats, and practical exercises — explore *Strategic Clarity in a Fragmented World* by Dr. Tobias Adam.

Visit **www.strategic-clarity.site** for additional resources, insights, and updates.