Strategy Workshop Facilitation Canvas

5 editable templates for a half-day strategy session

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

Define the strategic challenge before jumping to solutions. Frame → Map → Imagine → Design → Decide → Commit

What is the strategic challenge we are trying to address?

Goals & Desired Outcomes
What does success look like? What are we optimizing for?

Key Stakeholders
Who is affected? Who has influence? Who decides?

Constraints & Givens
What cannot be changed? What boundaries exist?

Core Assumptions
What do we believe to be true? Which assumptions are testabl

Time Horizon
What is the decision window? Short-term vs. long-term trade-o

What Happens If We Do Nothing?
Consequences of inaction? Urgency drivers?

Canvas 2: Driver Map

Map the forces shaping your strategic environment — external and internal.

EXTERNAL DRIVERS

Geopolitical / Regulatory
Key forces, trends, uncertainties...

Technology / Disruption
Key forces, trends, uncertainties...

Market / Competition
Key forces, trends, uncertainties...

Social / Demographic
Key forces, trends, uncertainties...

INTERNAL DRIVERS

Capabilities / Resources
Strengths, weaknesses, tensions...

Culture / Leadership
Strengths, weaknesses, tensions...

Financial / Operational
Strengths, weaknesses, tensions...

Stakeholder Dynamics
Strengths, weaknesses, tensions...

Canvas 3: Morphological Box — Option Development

Generate distinct strategic options by combining alternatives across key dimensions.

Instructions: Define 4–6 strategic dimensions (columns). For each, generate 3–4 distinct alternatives (rows). Combine one alternative per column to form a complete strategic option. Highlight 2–3 distinct combinations as candidate strategies.

Dimension →	Dimension 1	Dimension 2	Dimension 3	Dimension 4	Dimension 5	Dimension 6
Alternative 1						
Alternative 2						
Alternative 3						
Alternative 4						

Candidate Strategies (highlight combinations above with different colors):

Strategy A: ________________

Strategy B: ________________

Strategy C: ________________

Canvas 4: Evaluation Matrix

Assess strategic options against goals, scenarios, and stakeholder impact.

Criteria ↓ / Options →	Strategy A	Strategy B	Strategy C	Weight
Goal Fit: Does it achieve our desired outcomes?				
Feasibility: Can we realistically implement it?				
Scenario Robustness: Does it perform across futures?				
Stakeholder Support: Will key actors back it?				
Innovation Potential: Does it open new possibilities?				
Risk Profile: What could go wrong?				
TOTAL WEIGHTED SCORE				

Scoring: Rate each option 1–5 per criterion. Multiply by weight. Sum for total.

Canvas 5: Decision Commitment Sheet

Document what was decided, why, and what happens next.

OUR DECISION:

Why This Option?
Key arguments and evaluation results that led to this choice.

What We Are NOT Doing
Options explicitly rejected and why — prevents revisiting without new information.

Key Assumptions
Critical assumptions underlying this decision. If these change, revisit.

Early Warning Signals
What signals would indicate this strategy is failing or conditions have changed?

Immediate Next Steps (30 days)
Concrete actions, owners, and deadlines.

Review Cadence
When will we reassess? What triggers an unscheduled review?