

The Strategy-in-Action Toolkit

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Created by Andy Toor and presented by Build Your Edge.



Watch the full episode

This handout complements Andy's *Build Your Edge* episode, *Make Your Strategy Land*. Start by listening to the conversation, as it brings these ideas to life and provides the context to get the most value from this guide.

Build Your Edge 

Episode 16

Make Your Strategy Land

How to turn a bold plan into collective action across the company.

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Introduction

A company strategy isn't just a slide deck or slogan. It's a story about what matters most, and how everyone can contribute to it.

But for that story to stick, it needs translation. Teams need to understand it in their own words, connect it to their daily work, and make small, consistent changes that build momentum.

This kit helps you do precisely that. They are two powerful tools to help leaders translate strategy into human connection and consistent action.

- **The Strategy Cascade** helps leaders turn top-level direction into team-level action.
- **The Strategy Signal Check** enables you to sustain alignment week by week.

Use this kit in two moments:

- First, when you want to turn a new strategy into explicit team action, and later,
- When you want to maintain that alignment week after week.

The 20-Minute Strategy Cascade Kit

A fast, structured way to help your team understand the strategy, feel part of it, and act on it, all within one focused conversation.

Run this within the first week of announcing a new or refreshed strategy. It's designed for managers to use with their teams: simple, fast, and repeatable.

The 3 Question Test

Ask these three questions in every team meeting or project kickoff after a strategy refresh. They'll help people connect their daily priorities to the bigger picture.

1. What does this strategy mean for us in the next 90 days?
2. What do we stop doing?
3. What do we start doing?

These questions may seem simple, but they compel clarity and ownership. When people can answer them, the strategy has landed.

Strategy Narrative in One Minute

A quick, memorable way to explain the strategy in human language. Use this when introducing the strategy to your team or when someone asks, "So what does this actually mean for us?"

The goal is consistency; every leader in the company telling the same story in their own authentic voice.

In the next 12 months we will ____, because ____, which matters most to ____. To do this we will stop ____ and start _____. We will know it is working when we see ____.

This 60-second story turns abstract strategy into a practical message that any team can repeat and build on.

15 Minute Team Conversation Guide

Use this framework to cascade the strategy through your team in a single, high-impact discussion. It's ideal for team meetings or off-sites. This is how you turn a company-wide message into team-level decisions.

1: Set the scene – 2 minutes

- Share the one-minute narrative.
- Name two things that are not changing.

2. Discuss the three questions – 8 minutes

- Pairs answer questions.
- Capture the top three stops and starts.

3. Decide and assign – 3 minutes

- Confirm two things to stop and start.
- Assign owners and dates.

4. Close – 2 minutes

- Restate narrative.
- Explain what will be reviewed in one week.

Manager Scripts

These phrases help you guide the conversation with clarity and confidence.

Kick off:

We will make the strategy practical. In 15 minutes, we will agree on what to stop and start so that our work aligns with the plan.

When challenged: You are right to question this. Here is what is fixed, what is flexible, and how we will make the decision.

Follow-up note:

Thank you for the discussion. We agreed to stop ____ and start _____. Owners are ____ by _____. In one week, we will review progress and remove blockers.

Misalignment Signals and Fixes

When a strategy doesn't stick, the signals appear quickly. Review these after your first month. They help you spot early warning signs that your strategy isn't landing and course-correct quickly.

Signals:

- People ask for more slides, not more clarity.
- Back to business as usual within a week.
- Conflicting priorities and pet projects persist.

Fixes:

- Translate into team outcomes and stops/starts.
- Decide who decides. Involve the right voices.
- Remove one policy or process that blocks change.

The Strategy Signal Check

For leaders who want strategy to be felt, not just heard. Each Friday, ask yourself, or your team, these three questions:

1. **What signal did I send this week?** (What action, message, or decision reinforced what really matters?)
2. **What noise did I create?** (Where might I have confused people or contradicted our direction?)
3. **What moment will I create next week to strengthen the signal?** (One conversation, story, or decision)

Why this works

- **Builds self-awareness**—(Cialdini: consistency bias - we align with who we think we are).
- **Creates a shared ritual**—(Carnegie: belonging and participation).
- **Trains leaders to differentiate between signal and noise**—the essence of strategic communication.

Take Away

Every leader sends signals, whether they mean to or not.

The best ones stop once a week to check the quality of that signal.

Watch or listen to the episode.

The episode is available in video and audio on all major podcast platforms. Find all the links [here](#).