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Tool 1. Lifecycle Diagnostic

Scope: _____ Evidence period: _____ Date: _____

Score from records and examples
0 = No 1 = Partly 2 = Yes U = Unknown. Record evidence beside each response. Do not total scores.

Evidence statement	0 / 1 / 2 / U	Evidence or gap
Customers demonstrate a significant problem or need.		
Customers reliably pay for the solution.		
An ideal customer profile is supported by conversion, margin and repeat purchase evidence.		
Sales are repeatable beyond the owner's personal relationships.		
The economics of winning and serving customers are understood and attractive.		
Delivery is repeatable with acceptable quality and service effort.		
Demand is outrunning current systems or capacity.		
The core portfolio produces dependable cash and margin.		
Competitive advantage is identifiable and supported by evidence.		
Technology, customer behaviour or competition threatens future relevance.		
Revenue, margin, cash or competitiveness is deteriorating significantly.		

Our dominant strategic condition and why

Secondary condition or a different pathway for a separate offer

Evidence that would change our diagnosis

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Tool 2. Strategic Evidence Board

Scope: _____ Review date: _____ Owner: _____

Capture what could change a choice
Record the source, date and sample where relevant. Separate the observation from your explanation. Seek evidence against a belief as well as evidence for it.

Belief / question	Evidence / source / date	Type	Confidence	Implication / next action

Type: Fact / Interpretation / Assumption / Opinion. Confidence: High / Medium / Low / Unknown.

Most important evidence gap before a major commitment

Who will close it, by when, and what would change our decision?

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Tool 3. Customer & ICP Assessment

Customer group / offer: _____ Evidence period: _____

Define the customer using behaviour and economics. Add enough detail for another person to recognise a good-fit account. Record exclusion criteria as well as attractive characteristics.

The Situation, Value and Buying prompts draw on the Jobs to Be Done perspective described in the model library. The worksheet itself is an original Macidton assessment. [33]

WHO: industry, company size, geography, process and operating environment

SITUATION: what changes, why the need matters and why the customer acts now

VALUE: operational, financial or strategic consequences; cost of inaction

BUYING: trigger, decision maker, influencers, budget, approvals and alternatives

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Tool 3. Evidence and your ICP statement

Measure and definition	Best-fit customers	Other customers
Win rate: define numerator, denominator and period		
Gross margin: use a consistent costing basis		
Sales cycle: define start and finish		
Retention / repeat purchase: state the relevant period		
Cost to serve: selling, support, rework and exceptions		
Strategic fit: explain the criterion		

Our priority customer is

They act when

They choose us because

We will not prioritise customers or work that

ICP confidence: ☐ Low ☐ Medium ☐ High ☐ Unknown

The next evidence needed to confirm or change this profile

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Tool 4. Strategic Choice Scorecard

Decision: _____ Date: _____ Accountable owner: _____

Option A

Option B

Option C

Feasibility first: confirm funding, capacity and any mandatory safety, legal or technical conditions. Mark each option Pass, Fail or Hold for evidence. A high score cannot override a failed condition.

Condition / evidence needed	A	B	C

Criterion	Weight	A	B	C	Evidence / notes
Market attractiveness	20%				
Ability to win	25%				
Economic value	20%				
Evidence strength	10%				
Execution feasibility	10%				
Strategic fit	10%				
Reversibility	5%				
WEIGHTED TOTAL	100%				

Use 1 to 5 or U. Agree weights totalling 100%. Weighted total = sum of score × weight as a decimal. Do not settle totals with significant unknowns.

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Tool 4. Choice discussion and decision

Which option looks attractive mainly because the evidence is weak?

What would have to be true for our preferred option to succeed?

What are we explicitly choosing not to fund or prioritise?

What is the cost of being wrong, and how reversible is the commitment?

Which changes to scores or weights would change the ranking?

What evidence would cause us to reverse or pause the decision?

Our decision, the reason, the owner and the next review date

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Tool 5. Macidton One-Page Strategy

Macidton worksheet. “Where to play” and “how to win” draw on Lafley and Martin’s Playing to Win, as does the “what would have to be true” question, which is Roger Martin’s. [31] The strategic challenge and diagnosis fields draw on Rumelt’s kernel of good strategy. [34]

Business / scope: _____ Date: _____ Owner: _____

Strategic choice	Our answer
Challenge: the single most important problem	
Diagnosis: the three facts that matter most	
Where we will play: customers, markets, offers and channels	
How we will win: why the chosen customer should prefer us	
Right to win: the capabilities or advantages behind that promise	
Economic logic: revenue, margin, cash and return	
Three priorities: what must change significantly	
Three non-priorities: what receives less or no resource	
Capabilities and resources: build, buy, partner, stop	
Measures and next 90 days: outcomes, owners and first moves	

Write short decisions here. Keep detailed budgets, evidence and implementation plans alongside this page. Update it when significant evidence changes.

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YOUR WORKING PAGE | START IN WEEK 1; REVIEW THROUGHOUT

Tool 6. Assumption & Learning Register

Macidton worksheet applying the test-and-learn approach discussed under Lean Experimentation [5] and the assumption checking in McGrath and MacMillan's discovery-driven planning [35]. Its fields and thresholds are practical choices for this book.

Use one record per significant assumption. Duplicate this page when needed. Keep the identifier consistent with the Evidence Board and the related priority.

Record	Assumption and learning
Identifier / linked priority	
The assumption: what must be true?	
Why it matters: downside if wrong	
Evidence now / source / date	
Confidence: High / Medium / Low / Unknown	
Test: what we will do and observe	
Threshold: what result supports proceed, adapt or stop?	
Owner / due date / time and cash limit	
Result: what happened, including contrary evidence	
Decision: Proceed / Adapt / Stop / More evidence	
What changes in resources or the strategy?	

An important unknown hidden inside an apparently certain plan is a risk, while a visible unknown is simply work to do. Keep old results dated so the learning remains visible.

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Tool 7. 90-Day Execution Board

Macidton worksheet. Outcome-setting and feedback draw on goal-setting research; the 90-day format is a practical planning choice. [22]

Strategy date: _____ 90-day period: _____ Review owner: _____

Maximum three strategic priorities
Choose up to three outcomes. Each priority needs one accountable owner, a clear measure and an agreed review date.

Priority 1

Field	Our commitment
90-day outcome and why it matters	
One accountable owner	
Baseline / target / measure definition / data source	
Key actions and milestones	
Leading indicators	
Resources, risks and dependencies	

Decisions needed now to make this priority achievable

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Tool 7. Priorities 2 and 3

Priority 2

Field	Our commitment
90-day outcome and why it matters	
One accountable owner	
Baseline / target / measure definition / data source	
Key actions and milestones	
Leading indicators	
Resources, risks and dependencies	

Priority 3

Field	Our commitment
90-day outcome and why it matters	
One accountable owner	
Baseline / target / measure definition / data source	
Key actions and milestones	
Leading indicators	
Resources, risks and dependencies	

If you cannot fund or staff all three priorities, reduce the scope or defer one. Do not give every priority the same scarce resource at the same time.

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Tool 8. Quarterly Strategy Review

Business / scope: _____ Review date: _____ Participants: _____

1. What changed outside the business?

2. Which assumptions were strengthened or weakened?

3. Which leading indicators moved before the financial results?

4. Where are resources still allocated according to history rather than strategy?

5. What should stop?

6. What should receive more resources?

7. Are we learning quickly enough in uncertain areas?

8. Does the Macidton One-Page Strategy still describe what we are actually doing?

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Tool 8. Decisions and the next review

Decision	Evidence / reason	Owner	By when

Strategy status

☐ Continue substantially as agreed.

☐ Adapt selected choices and update the Macidton One-Page Strategy.

☐ Re-open the core strategy because the diagnosis or economics have changed significantly.

What changes in our next 90-day priorities and resource allocation?

The most important question to resolve before the next review

Next quarterly review date and accountable owner

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