

Enterprise Strategy in the Age of AI



A practical briefing on TIO Domain 1:
Leadership (Capability 1: Strategy).
The Summit Leadership Alliance Inc.

The organizational reflex to isolate AI

The Request



The Problem: AI is moving quickly. Employees experiment. Vendors embed AI into existing platforms. Boards demand a plan.

The Reflex: The organization demands a dedicated "AI Strategy" to create order.

The Reality

"AI is too important to be separated from the actual Enterprise Strategy."

The Truth: An isolated strategy quietly moves the hardest questions—about work redesign, customer promises, and risk—away from the enterprise strategy table.

The comfort and danger of the siloed AI plan

The Comfort (Why it feels useful)

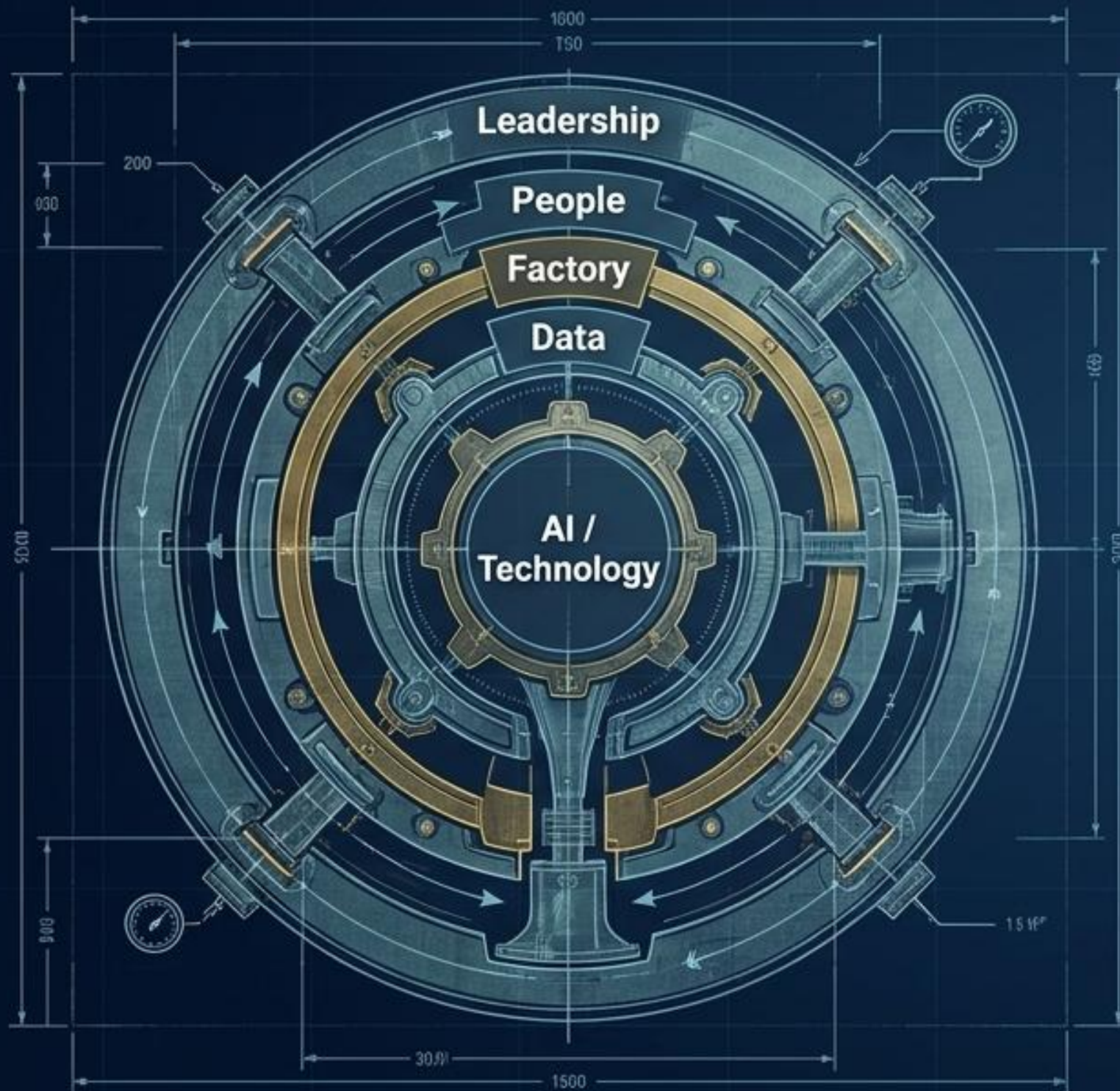


The Danger (Why it fails)



Bottom Line: Planning for AI is necessary. Creating a parallel strategy is not.

The organization is the unit of transformation



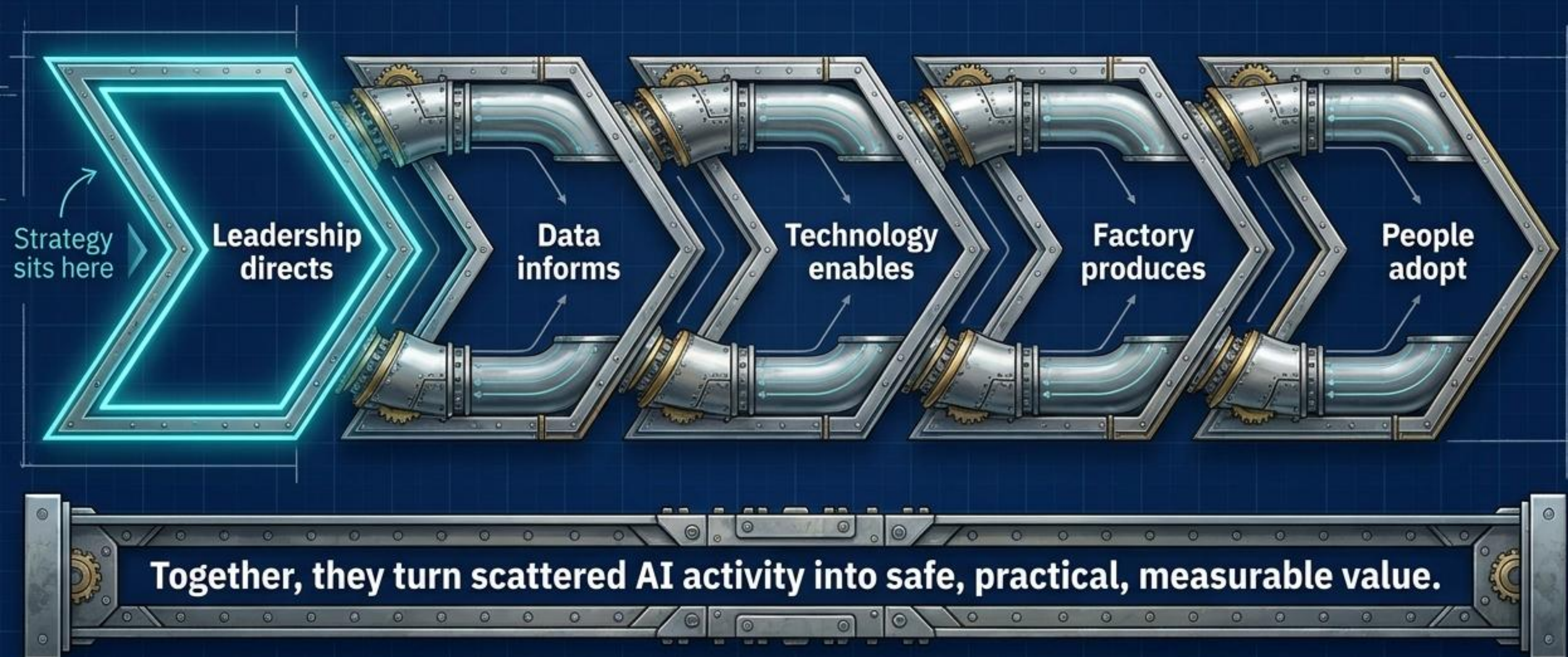
The Shift: You do not need an AI Strategy. You need an **Enterprise Strategy for the Age of AI** and intelligent automation.

AI is not a **side project**. Technology is not separate from business strategy. Data is not separate from trust. Automation is not separate from your people.

The Core Mandate: To use AI safely and productively, the entire organizational system must evolve together.

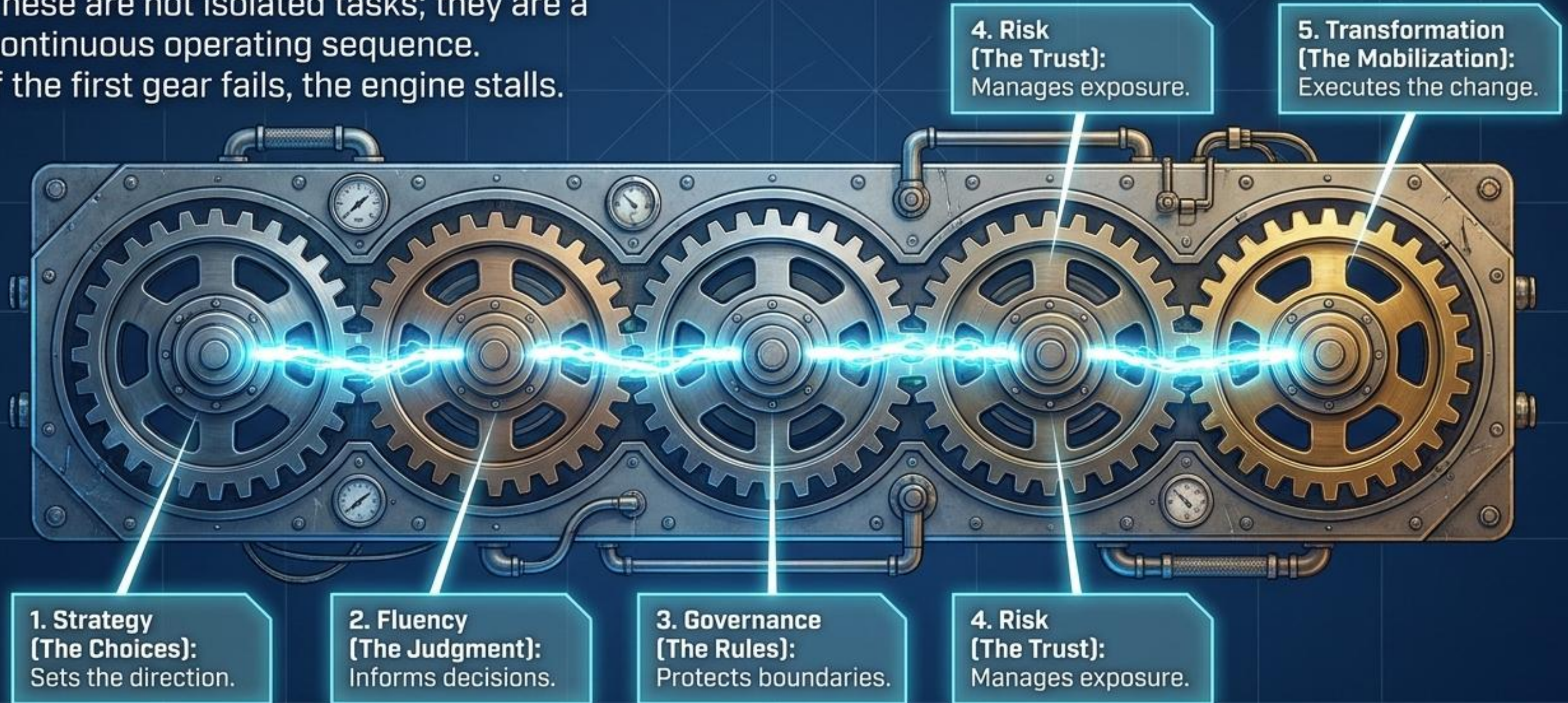
The operating logic of the intelligent organization

How the 5 domains work together as a single transformation system.

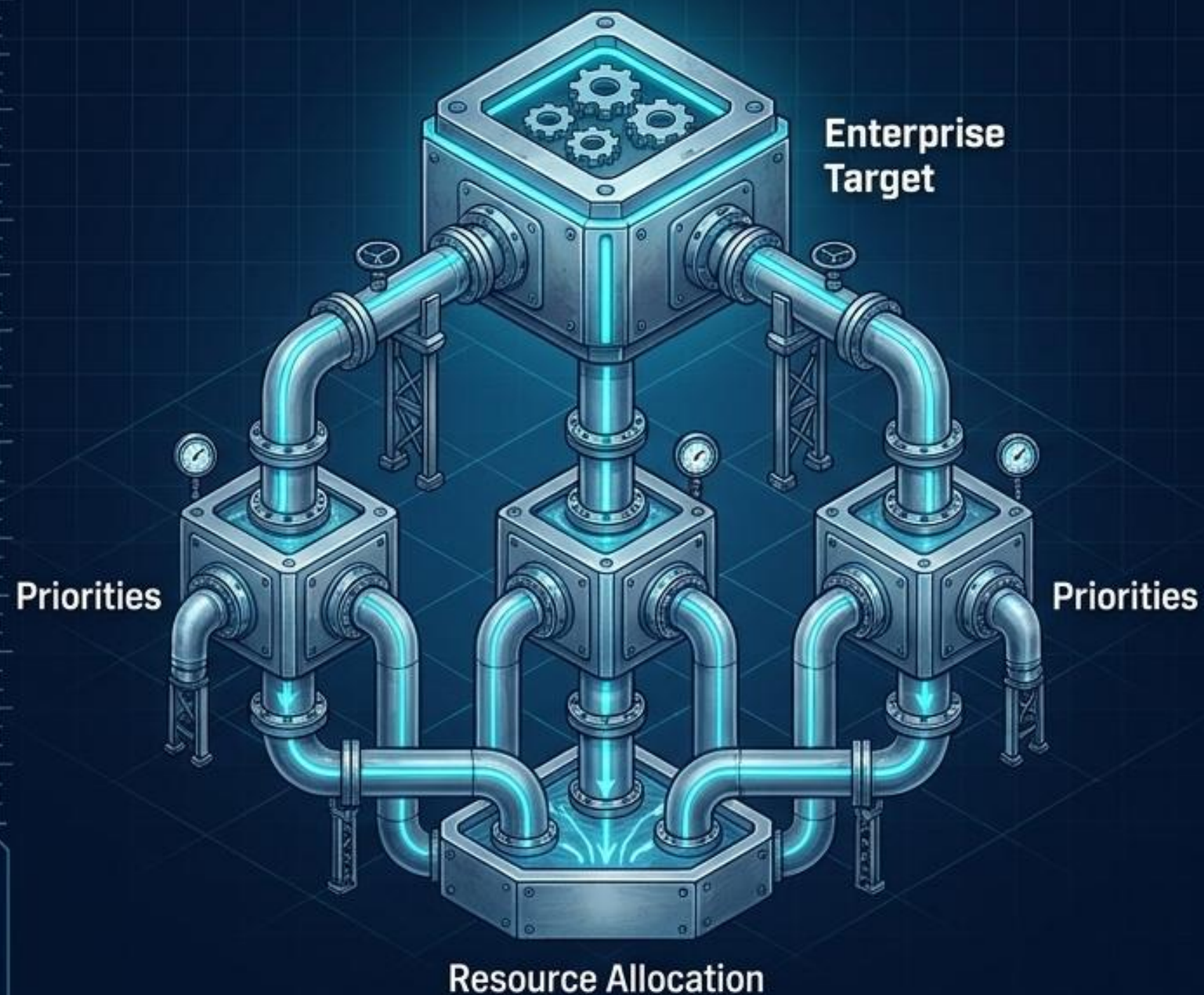


The leadership anatomy: A continuous sequence

These are not isolated tasks; they are a continuous operating sequence. If the first gear fails, the engine stalls.



Capability 1: Strategy



Canonical Definition

Strategy is the organization's ability to make clear enterprise choices about direction, value, priorities, investment, and how AI, automation, data, and technology affect the business.

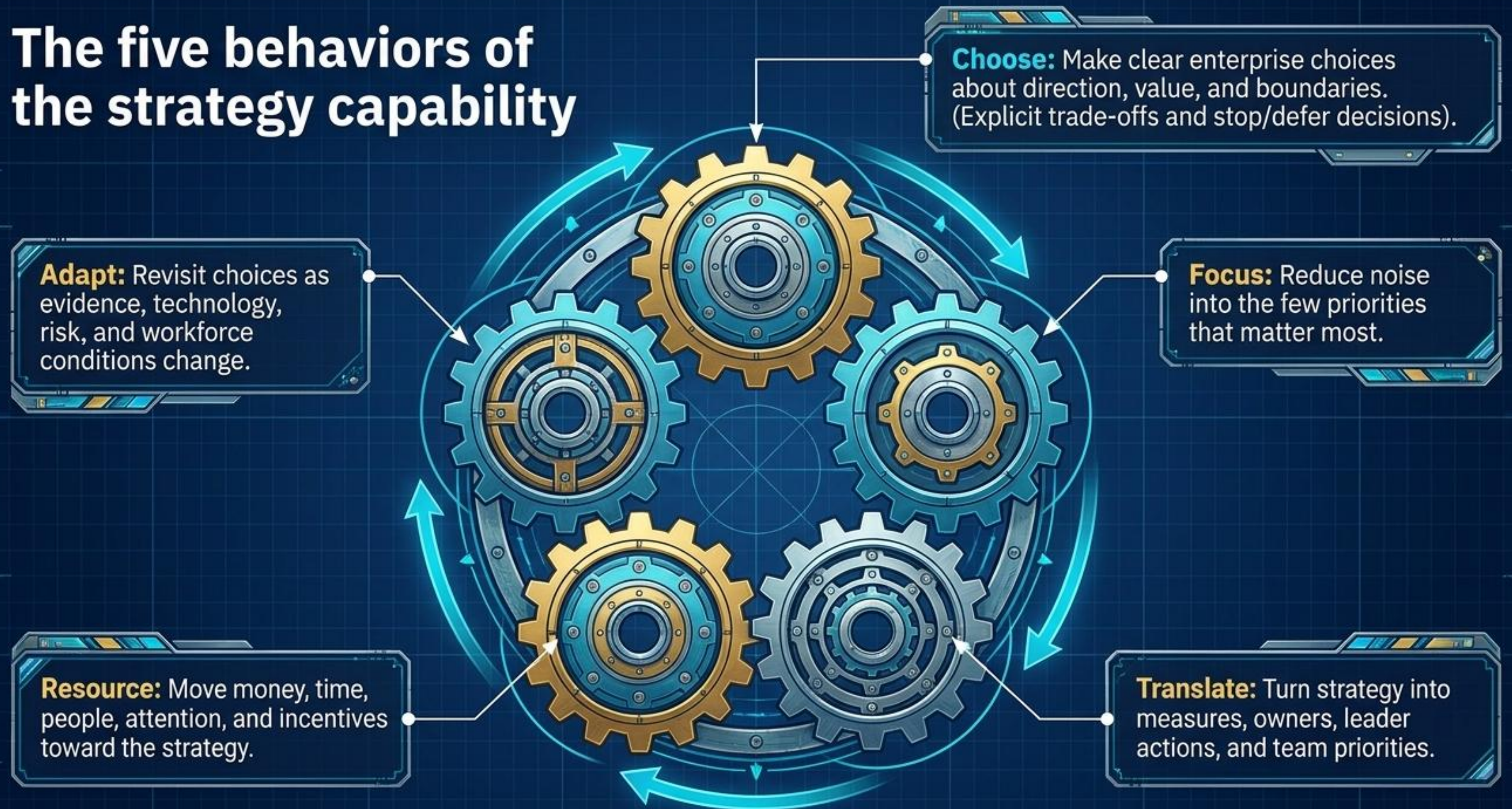
The Boundary Line

Strategy chooses where the organization is going and what matters most. Transformation mobilizes the organization to act on those choices.

The Urgency

AI raises the cost of unclear direction because it lowers the cost of starting.

The five behaviors of the strategy capability



Three practical outputs



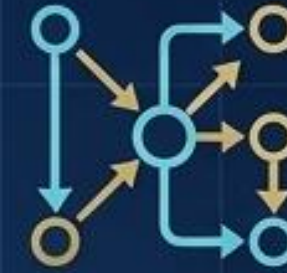
1. Strategic Choices Cascade

The Enterprise Choice Set.
A small, clear, choice-based framework
explicit about trade-offs.



2. Balanced Scorecard

The Strategy Scorecard.
The bridge between choices
and leadership behavior.



3. Strategy Activation Map

The Transformation Program Design.
Connects choices to workstreams,
owners, and resources.



Output 1: The Strategic Choices Cascade

Based on Roger Martin's model, this cascade forces trade-offs before AI choices multiply.



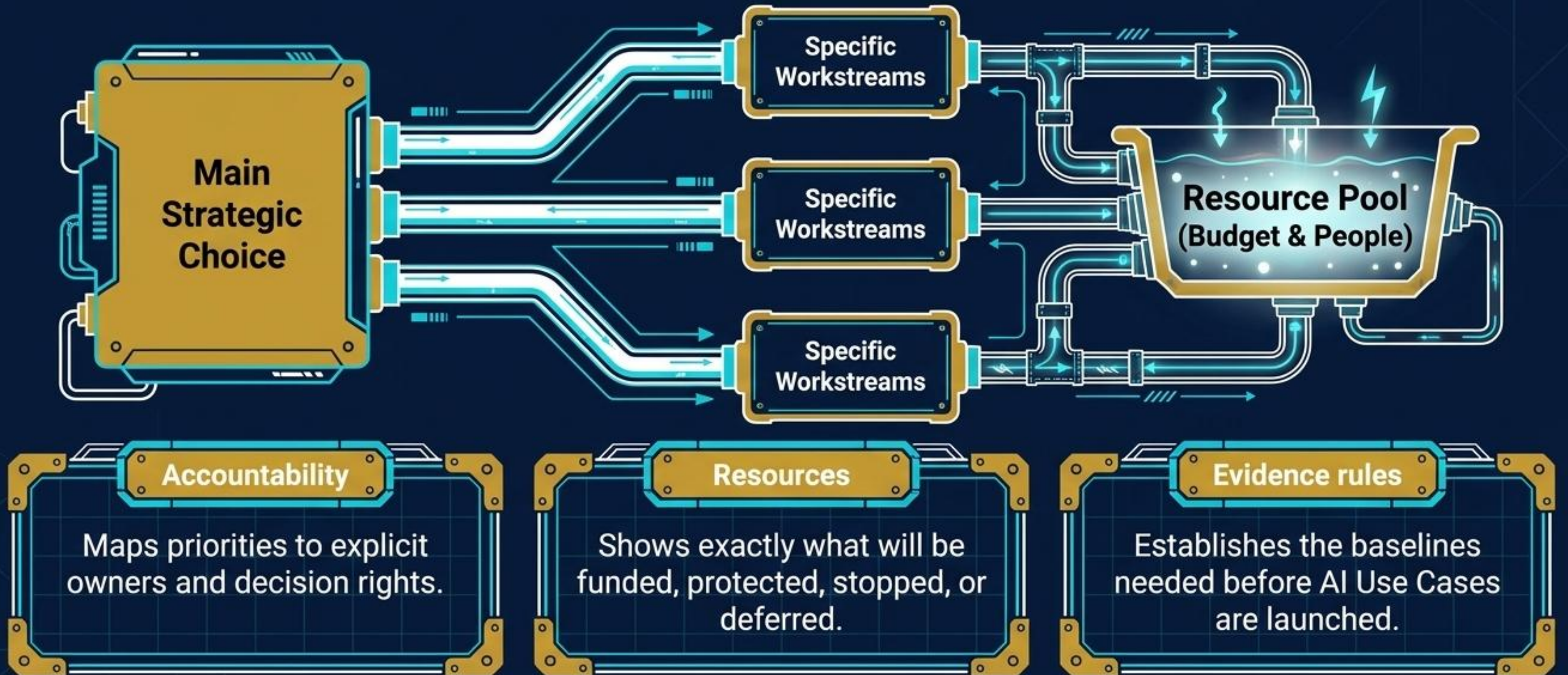
Output 2: The Balanced Scorecard

Strategy becomes manageable when choices become measures. This is a management system, not a reporting exercise.



Output 3: Strategy Activation Map

This is how the organization mobilizes. When strategy does not change budgets, incentives, and accountability, it remains a mere announcement.



Synthesis: How strategy directs the system

Strategy does not replace other capabilities; it gives them direction.

Informs Data:

Dictates which information domains matter most.



Strategy Engine



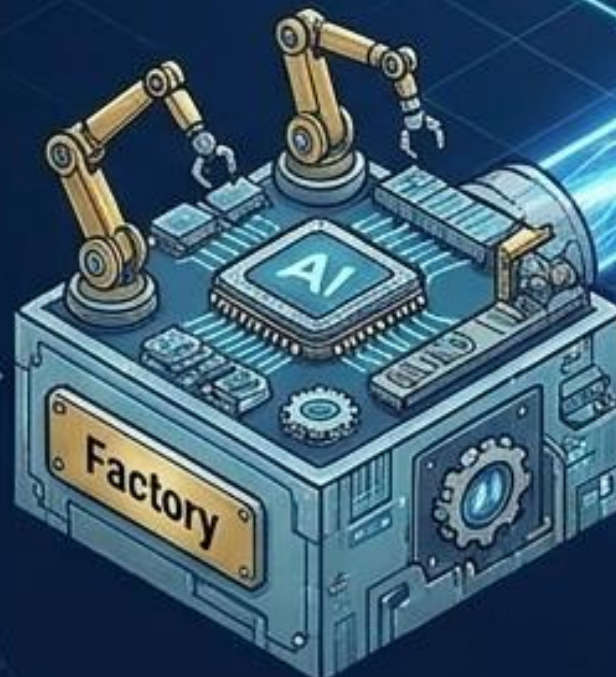
Enables Technology:

Clarifies which platforms and architectures deserve funding.



Fuels Factory:

Selects which AI Use Cases matter enough to enter the Value Engine.



Prepares People:

Defines what workforce changes must be explained, supported, and sustained.



The Diagnostic Matrix: Where are you?

	Level 1: Ad-Hoc / Scattered	Level 4: Managed / Intelligent
Strategy	Hidden priorities, chasing tool hype.	Clear enterprise choices on what to prioritize, fund, and explicitly defer.
Governance	Decisions made in silos; slow bottleneck approvals.	Clear decision rights and recurring review rhythms.
Transformation	Scattered experiments losing momentum.	Unified roadmap with explicit capacity trade-offs.

The ultimate accountability: The starting conversation

The transformation begins with direction. Do not lock a 12-month plan before answering:

1

What must be true three years from now for stakeholders to say this transformation created real value?

2

Where is AI already being used without enough visibility or governance?

3

Which services or decisions must be redesigned before AI can create value?

4

Which capabilities (Data, Tech, Factory, People) must improve first?

5

What should employees, managers, and communities hear from leaders first?

The value is not a grand transformation bureaucracy. It is a repeatable, owner-led pattern of clear choices.