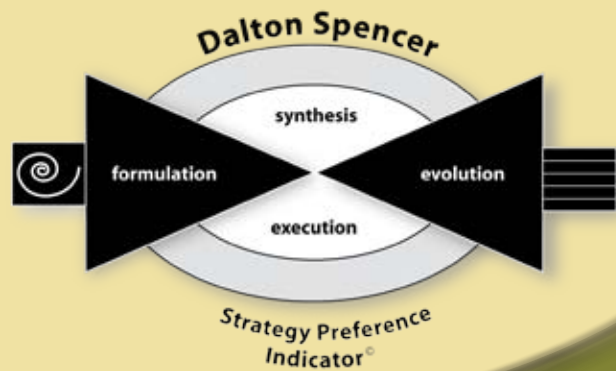


Inputs abound, the unknown is great. Often leaders become victims of their own success as they unconsciously repeat thinking patterns that served them well in the past.



## How do great strategists discern that which is critical from that which is merely interesting?

They accurately identify their strategy preferences, examine the associated biases and become adept at planning for the inevitable blind spots.



*The Dalton Spencer Strategy Preference Indicator® has been used in the strategic planning process for executive teams, executive development training curricula and in individual executive coaching.*

*One strategy case study is described in "Strategic Thinking Learn to Optimize its Power," which was published in the January 2008 edition of Leadership Excellence.*



The Dalton Spencer Strategy Preference Indicator® (SPI) provides leaders with insights into their styles and beliefs about strategy along nine dimensions.

- Structure:** formality of planning
- Locus of Dominant Influence:** market vs. core competency
- Origination:** is strategy selected or created
- Inclusion:** involvement in strategy formulation
- Risk Tolerance:** degree of risk seeking
- Risk Assessment:** criticality of strategy evaluation
- Success Drivers:** profit versus growth
- Manifestation:** ideas versus execution
- Adaptation:** degree of fluidity

SPI feedback exposes the blind spots associated with each dimension preference and suggests practical methods to explore strategy from different perspectives. These insights allow leaders to identify the crucial information or undiscovered opportunities from the many distracters present in our hyper-competitive business environment.