Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

Your Bold Path

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

Your Bold Path

A Strategic Workbook to Help You Step Into the Future — One Intentional Move at a Time

---

WELCOME

This workbook is designed for leaders, builders, changemakers, and bold thinkers who want to ground their vision, align their business model, and build the systems to bring it to life.

You'll be guided through a 3-part structure — *Context, Business Model,* and *Operating Model* — with writing space, examples, and reflection prompts throughout.

By the end, you'll leave with a sharper sense of what you're building, why it matters, and how you can take your next bold step.

Your time is precious. Use this space to clarify what deserves it.

STEP 1 — CONTEXT

Clarifying where you are and what future you're creating

"Without context, every decision is noise."
– Manu Sharma

What You're Doing in This Step:

You'll define your strategic intent. You're not starting with your product or service — you're beginning with your belief about what's broken, what's possible, and why now is the time to act.

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

Think of These Three Stories:

Company	Background	Context (Their Ambition)	Why Now?
Apple	Flailing in the late 90s. Seen as a commodity PC company.	"Make a dent in the universe." Shift culture through design.	Creativity needed intuitive tools. The rise of design. The return of Jobs.
Airbnb	Two guys renting out air mattresses during a design conference.	"Help people belong anywhere."	Economic uncertainty + rise of platform economy. Travel was ripe for reinvention.
Uber	Couldn't get a cab in Paris.	"Transportation as reliable as running water."	Smart phones, gig economy, frustration with taxi monopolies.

Your Turn: Define Your Context

1. Your Background (Where are you starting from?)

What's your current space or role?
What is happening in your environment that is pushing or pulling you?
What feels out of sync with what people need or deserve?

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

---

2. Your Context / Bold Ambition (What future are you creating?)
Write one bold sentence beginning with:
“We exist to…”
“We are building a world where…”
“We believe that…”

---

3. Why Now? (Why is this the moment to act?)
List 3 powerful reasons why the world (or your world) needs this now:

1. ---
2. ---
3. ---

STEP 2 — BUSINESS MODEL

Translating your belief into value

“Your business model is the bridge between why you exist and how you show up.”

What You’re Doing in This Step:

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

You'll map how you currently create, deliver, and capture value — and reimagine how you must evolve to reflect your bold context.

You'll also test your assumptions. Most strategies fail not because they're wrong, but because they're untested.

Learn from the Big Three:

Company	Create Value	Deliver Value	Capture Value
Apple	Beautifully designed, integrated tech	Brand loyalty, direct-to-user, stores	Premium pricing, seamless ecosystem
Airbnb	Safe, localized, affordable lodging via peers	Platform connects guests + hosts	Service fees on both sides
Uber	Instant access to transport + delivery	Real-time, app-based experience	Commission on every transaction

---

Your Turn: Your Current Business Model

1. Create Value
What do you offer that solves a real pain or delivers a strong gain?

---

2. Deliver Value
How do people find, access, and use what you offer?

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

3. Capture Value

How are you sustained — financially, relationally, or through impact?

Your Future Business Model (Reimagined through your Context)

1. Create Value (Version 2.0)

If your context came to life, what would you offer then?

2. Deliver Value (Version 2.0)

How might your delivery evolve to serve people more meaningfully?

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

3. Capture Value (Version 2.0)

What new ways of sustainability might emerge?

Assumptions to Test

List the assumptions your future model relies on:

People want or need this:

People will choose you over alternatives because:

People will pay, contribute, or engage if:

STEP 3 — OPERATING MODEL

Building the engine that brings your model to life

“A great idea without execution is just a daydream.”

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

What You're Doing in This Step:

You'll define what must change in your people, processes, and systems to realize your future business model. You'll also look for bottlenecks and leverage points.

What It Looks Like at Scale:

Company	People	Process	Platform
Apple	Designers, engineers, creative leaders	Tight integration from concept to shelf	Proprietary stack, hardware + software ecosystem
Airbnb	Hosts, trust teams, community ops	Verification, reviews, dispute resolution	Web/app platform, automated systems
Uber	Drivers, ops, local teams, AI teams	Real-time matching, onboarding, surge pricing	App-based logistics engine, GPS, payments

---

Your Current Operating Model

1. People:
Who are your key people today? What gaps do you see?

---

2. Processes:
What workflows or routines are central to how you operate?

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

3. Platform/Technology:

What systems are you currently using? Are they helping or hurting?

Your Target Operating Model

1. People:

What new roles, mindsets, or capabilities do you need?

2. Processes:

Where do you need to simplify, automate, or improve?

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

3. Platform/Technology:
What tools must be upgraded or introduced?

What Must Shift?

Identify the three most important shifts you'll need to make:

1. ---
2. ---
3. ---

LAST SECTION — YOUR BOLD MOVE

"Strategy is choice. Action is momentum."

You've thought deeply. Now you decide intentionally.

Final Reflection

1. What's one bold move you can make in the next 30 days?

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

2. What's one assumption you'll test this month — and how?

---

3. Who do you need to bring into this journey with you?

STRATEGIC ONE-PAGER

Use this page as your compass — your story at a glance.

Section	Notes
Context	_____
Current Business Model	_____
Future Business Model	_____
Execution Gaps	_____
Bold Next Move	_____

Use this space to summarize everything in your own words and visuals:

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

Your Bold Path

COACHING MANUAL

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

For Delivering the "Your Bold Path" Strategy Workshop

Purpose:
To equip coaches and facilitators with tools, language, insight, and structure to guide participants through a practical, transformative journey from strategic clarity to aligned action — one bold step at a time.

OVERVIEW OF THE FRAMEWORK

This workshop is built on a simple, powerful three-part pyramid:

1. **Context** (formerly “Ambition”) — Define your purpose and worldview.
2. **Business Model** — Design how you create, deliver, and capture value.
3. **Operating Model** — Align your people, processes, and platforms.

The workbook is structured for self-discovery. This manual is designed for **you** — the coach — to spark deeper insights, draw out unspoken assumptions, and challenge clarity gaps.

YOUR ROLE AS COACH

You are not here to provide answers.

You’re here to:

- Guide reflection
- Translate ambiguity into insight
- Challenge the status quo
- Hold the participant’s vision to a higher standard of clarity
- Unlock possibility while grounding feasibility

Think of yourself as a mirror, not a map.

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

LOGISTICS + STRUCTURE

Ideal Workshop Format:

- **Length:** 2.5 to 4 hours (can be split into two 90-min sessions)
- **Audience:** Individuals, leadership teams, social impact orgs, business founders
- **Format:** In-person, virtual, or hybrid (whiteboards, sticky notes, or online tools)

Materials Needed:

- One printed or digital copy of the workbook per participant
- Pens or markers
- Whiteboard / Flipcharts (or Miro/Mural)
- Post-it notes (optional but highly encouraged)

SESSION ROADMAP

Step	Title	Time	Format	Focus
1	Context	45–60 mins	Reflective	Clarify purpose, direction, and timing
2	Business Model	45–60 mins	Analytical + Creative	Map value creation and future possibilities
3	Operating Model	45–60 mins	Critical + Tactical	Define the execution engine and bottlenecks
4	Bold Step	30 mins	Strategic	Make it real with one actionable commitment

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

STEP 1 — CONTEXT

Purpose:

To help participants deeply understand *why they exist*, what future they want to create, and why it matters now.

Coach's Toolbox:

- Help participants **zoom out** before zooming in.
- Push them to **go beyond "product" language.**
- Ask: "If this product didn't exist, what human problem would remain unresolved?"

Coaching Prompts:

- "What frustrates you about the status quo?"
- "What's the bigger story behind your idea or business?"
- "Why does this matter now — and not five years from now?"
- "What if your current work disappeared? Who would notice? Why?"

Common Pitfalls to Watch For:

- They describe a product, not a context (e.g. "We build an app…" instead of "We empower…")
- They focus on internal drivers (e.g. revenue goals) over external needs (community, systems, people)

Coaching Tip:

Challenge vague ambitions. Turn "We want to improve education" into "We want to shift power in learning so students design their own learning environments."

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

STEP 2 — BUSINESS MODEL

Purpose:

To help participants examine how they create, deliver, and capture value — now and in a bold future.

Coach's Toolbox:

- Encourage honesty in the **Current State.** Don't let them polish reality.
- Help them **imagine a radically aligned version** of their business with their context.
- Use the Uber/Airbnb/Apple case studies to stretch thinking.

Coaching Prompts:

- "What problem do you really solve for people?"
- "Where in the value chain do you hold the most trust?"
- "If your context came true tomorrow, how would your business look different?"
- "What's the uncomfortable assumption you're making?"

Common Pitfalls:

- Overconfidence in untested assumptions
- Confusing customers with users or stakeholders
- Future model looks like a polished version of the current model (without transformation)

Assumption Test Prompts:

- "What would have to be true for this to work?"
- "What if your top 3 assumptions are wrong — then what?"
- "Who are you assuming will pay for this? Why?"

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

---

STEP 3 — OPERATING MODEL

Purpose:

To define what needs to change in people, process, and technology to make the vision executable.

Coach's Toolbox:

- Shift from "strategy" to "execution mechanics"
- Help them **see the invisible work** — back-end, admin, policy, infrastructure
- Encourage **Target Operating Models** — even if rough

Coaching Prompts:

- "What roles or capabilities do you need that you don't yet have?"
- "What's a process you currently tolerate that you wouldn't allow in your future model?"
- "If you had to double your impact without doubling your team, what would you change?"
- "Which tech/tool is holding you back?"

Common Pitfalls:

- Too much focus on roles, not systems
- Tech solutions that don't solve real execution gaps
- Unacknowledged bottlenecks or legacy structures

Coaching Tip:

Push for honesty. "What are you pretending is working that actually isn't?"

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

FINAL STEP — YOUR BOLD MOVE

Purpose:

Move from insight to **momentum.** Get specific. Get practical. Make a commitment.

Coach's Toolbox:

- Hold the space for silence — allow gravity to build
- Focus on *one* thing, not five
- Name it. Own it.

Coaching Prompts:

- "If you could only take one real action from today, what would it be?"
- "How will you know it's done?"
- "What will get in your way?"
- "Who do you need to involve?"

Facilitation Tip:

Have participants write their bold move on a **card** or sticky note. Offer to follow up in 30 days.

GROUP DYNAMICS AND DELIVERY TIPS

If you're working with a group:

- Encourage shared learning but emphasize individual journeys
- Use breakout rooms for deep work (Context and Operating Model are good breakout candidates)
- End each section with "What did you notice about your own clarity?"

If you're working 1-on-1:

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

- Act as a pattern spotter: connect dots across their story
- Pause often and ask: “What’s standing out to you?”
- Keep notes. Reflect them back.

OPTIONAL TOOLS

- Use a **Value Proposition Canvas** to go deeper in Step 2.
- Use **Business Capability Maps** or **Value Stream Mapping** in Step 3 for more complex orgs.
- Bring visual facilitation tools (Miro, Mural) for digital sessions.

WRAP-UP AND FOLLOW-UP

End With:

- One key takeaway from each participant
- One next conversation they need to have
- Invite accountability partners or support networks

Suggest:

- A check-in email in 30 days
- An offer to review one tested assumption
- A future strategy sprint or “operating model audit”

REMINDER FOR YOU, COACH

You are a vessel, not a spotlight. You hold space for:

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

- The pain of what's not working
- The joy of rediscovering purpose
- The fear of bold action
- The clarity that follows discomfort

Your energy will shape their clarity.
Be curious. Be still. Be bold.

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

Your Bold Path

QUICK REFERENCE COACHING GUIDE

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

Use this as a **facilitation cheat sheet** — for quick reminders, questions, and red flags to guide a powerful strategy session.

STEP 1: CONTEXT

Purpose: Clarify the deeper "why" behind the work.

Coach Prompts:

- "What future are you trying to create?"
- "Why does this matter right now?"
- "What's broken that you want to change?"
- "Who are you really building for?"

Watch For:

- Describing products, not beliefs
- Vague or generic ambition
- Internal drivers > external relevance

Tip: Push for *truth before polish*. They should feel something when they read their context aloud.

STEP 2: BUSINESS MODEL

Purpose: Explore how they create, deliver, and capture value — now and in a future that matches their context.

Coach Prompts:

- "What value are you actually creating?"
- "How do you show up in people's lives?"

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

- "What's your unfair advantage?"
- "What assumptions are you making?"

Watch For:

- Product features listed as value
- No difference between current and future model
- Untested beliefs about users or revenue

Tip: Help them simplify. Real value exchange is rarely complex. Clarity wins.

STEP 3: OPERATING MODEL

Purpose: Align people, processes, and platforms to make the future model real.

Coach Prompts:

- "What's not working in how you operate today?"
- "What would you *stop* doing in a future model?"
- "What capabilities do you not yet have?"
- "Where is execution breaking down?"

Watch For:

- Overfocus on tech without purpose
- Unwillingness to name legacy blockers
- Vague org design ("We'll hire great people…")

Tip: Get specific. Systems thinking starts with naming parts, not principles.

BOLD NEXT STEP

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en

Manu Sharma - June 2025

https://manusharma.ca | https://linkedin.com/in/sharmamanu

Purpose: Anchor momentum in one tangible, committed action.

Coach Prompts:

- "If you could only act on one thing from today — what would it be?"
- "How will you test this idea before scaling?"
- "Who do you need to tell or include?"

Watch For:

- Overplanning, no action
- Multiple ideas with no focus
- Fear disguised as preparation

Tip: Action builds clarity. Start small. Move fast. Reflect often.

COACH'S CORE MINDSETS

- Be curious, not corrective
- Let silence do the heavy lifting
- Reflect, don't rescue
- Ask what's true before asking what's next
- Make the invisible visible

This work is licensed under the Creative Commons Attribution-NonCommercial (CC BY-NC) License.
You are free to:

- **Share** – Copy and redistribute the material in any medium or format.
- **Adapt** – Remix, transform, and build upon the material.

Terms of Use:

- **Attribution** – You must provide appropriate credit, including a link to the original post, a reference to the author, a link to this license, and an indication of any changes made. Credit must be given in a reasonable and visible manner, without implying endorsement.
- **NonCommercial** – You may not use this material for commercial purposes.

For full license details, please visit: https://creativecommons.org/licenses/by-nc/4.0/deed.en