

Strategy Awaydays: Applying the AI Capability Framework

1. Purpose of This Scenario

This scenario supports **strategy awaydays and extended leadership sessions** where organisations step back from day-to-day operations to reflect, align, and set direction. These moments are often used to explore future priorities, respond to uncertainty, and make high-level strategic choices.

AI is increasingly introduced into strategy awaydays to generate scenarios, synthesise evidence, surface trends, or stimulate new ideas. While this can enrich discussion, it also risks **overconfidence, premature convergence, or the illusion of foresight** if AI outputs are treated as authoritative.

The purpose of this scenario is to help leaders **use AI as a structured sensemaking and exploration aid**, while ensuring that strategic judgement, values, and accountability remain firmly human.

This scenario is designed to support:

- Senior leadership teams
 - Strategy and planning leads
 - Board members and governors
 - Facilitators of strategic planning processes
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2. Situation & Context

A strategy awayday is convened to:

- review organisational direction
- respond to external change or disruption
- set medium- to long-term priorities
- align leadership perspectives

These sessions often involve:

- incomplete or ambiguous information
- competing narratives about the future
- pressure to demonstrate clarity and confidence

AI may be used to summarise trends, generate scenarios, or provoke discussion. How it is used will shape **whether the session enables genuine strategic thinking or reinforces existing assumptions**.

3. Where AI Might Be Used (and Why That Matters)

AI may be used in strategy awaydays to:

- synthesise environmental scans or horizon-scanning outputs
- generate alternative future scenarios
- summarise stakeholder feedback or performance data
- prompt ideation and challenge thinking

These uses matter because:

- AI-generated scenarios can feel deceptively authoritative
- pattern recognition may privilege dominant data sources
- ideation prompts can steer thinking subtly but powerfully

This scenario treats AI use in strategy awaydays as **medium-risk but high-influence**, requiring careful facilitation and explicit framing.

4. Applying the AI Capability Framework

4.1 Awareness

Before using AI, leaders should clarify:

- the purpose of the awayday (explore, decide, align)
- the level of uncertainty being acknowledged
- which assumptions are open to challenge

Key awareness questions:

- Are we seeking insight or reassurance?
- What uncertainties do we need to hold open?
- Where might AI outputs narrow rather than expand thinking?

AI should be used to **open up possibilities**, not to close debate prematurely.

4.2 Human–AI Co-Agency

In strategic contexts:

- humans remain responsible for strategic direction
- AI may act as a stimulus or analytical lens

Good co-agency means:

- leaders frame questions and scenarios intentionally
- AI outputs are treated as provisional
- facilitators actively manage how AI influences discussion

Avoid:

- deferring strategic judgement to AI-generated futures
 - using AI to legitimise predetermined decisions
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4.3 Applied Practice

Appropriate AI uses include:

- generating multiple contrasting future scenarios
- summarising complex evidence for discussion
- provoking alternative perspectives or questions

Inappropriate uses include:

- selecting strategic priorities automatically
- ranking strategic options without deliberation
- presenting AI outputs as predictions

AI should support **strategic conversation**, not replace it.

4.4 Ethics, Equity & Impact

Strategic decisions shape long-term impact.

Use the Framework to ask:

- Who benefits or loses from proposed directions?
- Whose voices are missing from strategic narratives?
- Could AI-informed strategies reinforce inequity or exclusion?

Ethical strategy requires attention to **distribution of impact**, not just organisational advantage.

4.5 Decision-Making & Governance

Good governance in strategy awaydays includes:

- clarity about which decisions are binding
- separation of exploration from formal approval
- documentation of strategic rationale

If AI is used:

- record its role in informing discussion
- ensure final strategic commitments are human-endorsed
- avoid opaque decision trails

This supports accountability and trust.

4.6 Reflection, Learning & Renewal

After the awayday, reflect:

- Did AI use expand or constrain strategic thinking?
- Where did discussion feel most generative or fragile?
- How should AI be used differently next time?

Reflection supports **strategic learning**, not just output generation.

5. In-the-Moment Prompts & Checks

Human reflection prompts

- What assumptions are we least willing to challenge?
- What futures make us uncomfortable — and why?
- Are we confusing plausibility with desirability?

Optional AI prompts

- “Generate three contrasting future scenarios based on different assumptions.”
- “Summarise key external trends while noting uncertainty and disagreement.”

Pause & check

- Is AI helping us think more deeply, or just faster?
 - Are we still exercising collective strategic judgement?
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6. After-Action Reflection

Following the awayday:

- Were strategic priorities clearly articulated?
- Did AI use influence confidence or consensus?
- What learning should inform the next strategic cycle?

Ensure insights feed into formal planning and review processes.

7. What This Scenario Delivers

This scenario helps organisations:

- use AI to enrich strategic sensemaking
 - avoid false certainty and AI-driven overconfidence
 - surface assumptions and values explicitly
 - strengthen accountability in strategic direction-setting
 - build mature, reflective AI capability at leadership level
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About CloudPedagogy

CloudPedagogy develops practical, ethical, and future-ready AI capability across education, research, and public service.

This scenario is part of the AI Capability Framework Scenario Library, supporting applied, context-sensitive practice using the CloudPedagogy AI Capability Framework (2026 Edition).

Framework: <https://www.cloudpedagogy.com/pages/ai-capability-framework>

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