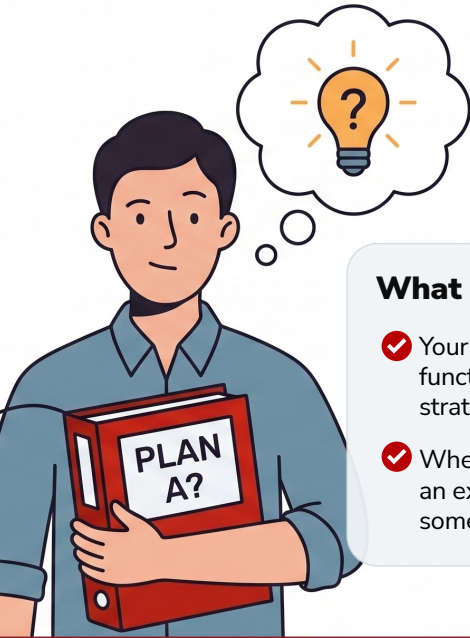




# Pathfinder

You've set the standard. The question is whether you're also raising it.

## What This Looks Like

- ✓ Your monthly strategy cadence has cross-functional ownership: finance, operations, and strategy share the same conversation.
- ✓ When conditions shift, your team pulls up an existing scenario. Starting from scratch is someone else's problem.
- ✓ Business unit leaders can run a scenario conversation without waiting for the strategy team.
- ✓ "What would have to be true for us to change course?" is a standing question in your leadership meetings.

## ⚠ The Signature Pain

Leading-indicator work can quietly drift toward lagging-indicator work, or worse, rely on outdated scenarios. No alarm goes off. Gradually, the process that once felt like foresight starts to lag, and the scenarios on file no longer match what's unfolding outside.

## 👥 What Holds People Here

A monthly cadence is easy to point to. The harder question is whether the work within each cycle remains sharp. Are you picking up meaningful signals early enough? Are scenarios challenging assumptions, or confirming what leaders already believe? Are they changing decisions, or only documenting them? That's where mature practices can start to flatten into routine.

## 📊 The Numbers That Matter\*

Organizations that revisit strategy monthly are 45% more likely to say their process supports their ability to respond to change. At Pathfinder level, the cadence is there. The real question is what happens inside each cycle.

In the same study, modeling what-if scenarios ranked as the weakest strategy-execution skill measured: only 56% of organizations rate themselves effective at it, behind contingency planning at 60%.

Depth has an obvious accelerant, and it is the one teams use least. Even among AI-mature organizations, only 45% point AI at modeling scenarios, making it one of the least-adopted use cases measured. Cadence gets you in the room. Depth determines what happens once you're there.

## 🌀 The Next Move

Audit your leading indicators. Has the environment moved faster than your scenario library?

Then test the depth. Can your business unit leaders run a scenario conversation without the strategy team present? If the answer is inconsistent, that's the next investment.

## Are You Really a Pathfinder?

Take the Scenario Planning Maturity Assessment to confirm you're operating at the level you think you are:

[Take the Assessment](#)

[Read the 2025 Strategy Execution Benchmark](#) for the data behind the gap between review cadence and scenario-planning depth.

\* <https://www.planview.com/lp/strategy-execution-benchmark-prm/>