

HOW TO RUN STRATEGIC ALIGNMENT **BEFORE VENTURE DISCOVERY**

Aligning Intent Before Exploring Anything

WHERE THIS IS USED

- Venture Studio design
- Corporate Incubators
- Accelerators (corporate or government-backed)
- CVC program formation
- AI Studio portfolio definition

AUDIENCE

- CEOs
- CFOs
- Chiefs of Strategy
- Heads of Innovation
- Investment committee sponsors

PHASE

- Phase One: Discovery & Thesis (Entry Point)

EXECUTIVE SUMMARY

Most venture initiatives fail before they start—not because ideas are weak, but because leadership alignment is superficial. This guide explains how TURN8 runs strategic alignment **before venture discovery**, ensuring that exploration is constrained, intentional, and decision-ready. The objective is not consensus. It is to surface intent, constraints, and risk posture clearly enough that downstream decisions are coherent.



THE CORE PROBLEM

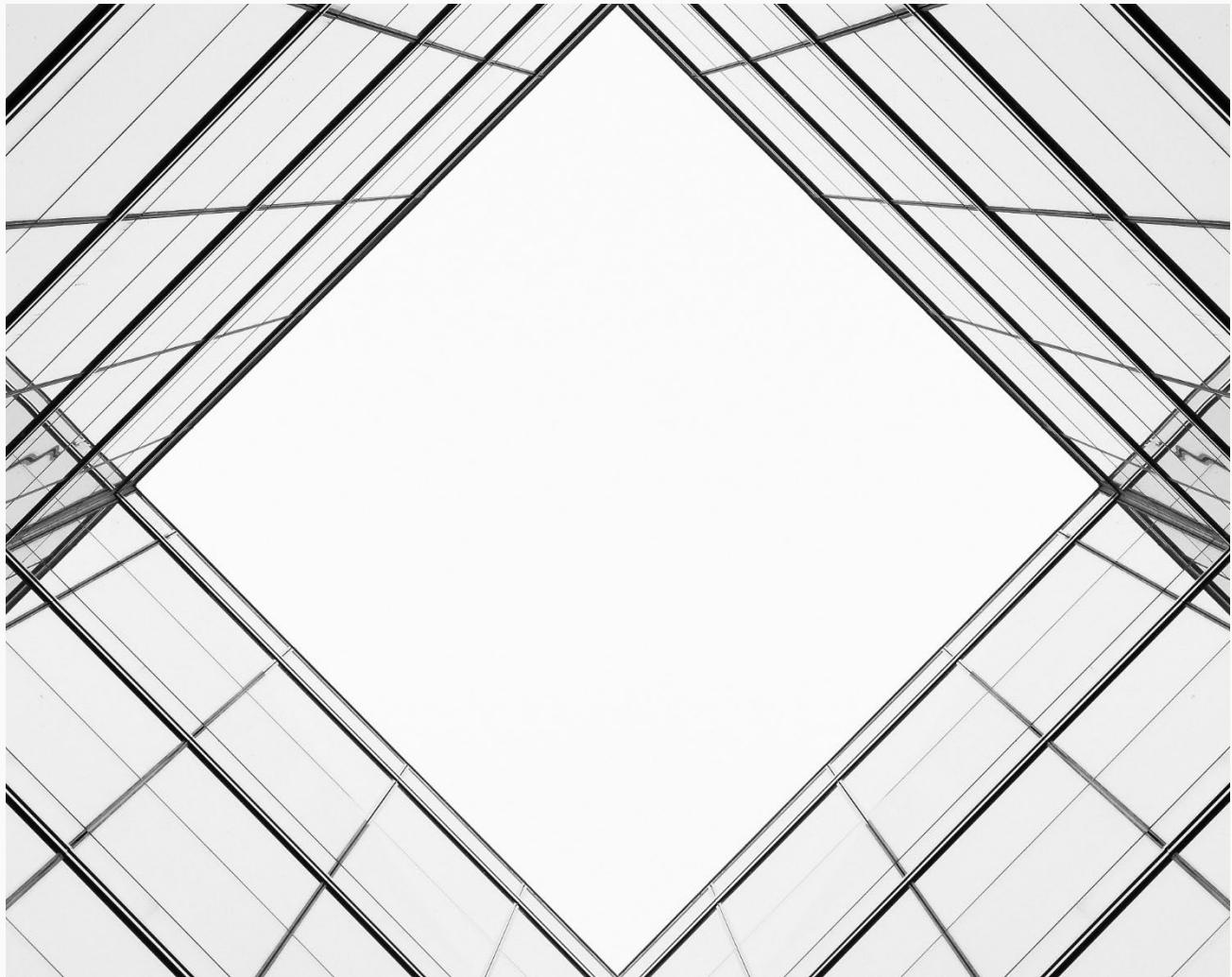
Organizations often begin
“discovery” with:

- Misaligned success definitions
- Hidden constraints
- Conflicting risk expectations

This leads to:

- Vague challenges
- Politically protected initiatives
- Late-stage resets

If leadership intent is not explicit,
discovery becomes interpretive.



STEP-BY-STEP PROCESS

STEP 1

CLARIFY THE STRATEGIC INTENT

- Growth adjacency?
- New engine?
- Defensive hedge?
- Capability build?

→ **If intent is unclear, stop.**

STEP 2

SURFACE NON-NEGOTIABLES

- Capital limits
- Time horizons
- Regulatory boundaries
- Brand risk tolerance

→ **Unspoken constraints always dominate later.**

STEP 3

DEFINE WHAT SUCCESS MEANS *THIS TIME*

- Learning?
- Option creation?
- Revenue?
- Strategic leverage?

→ **Avoid mixing objectives.**

STEP 4

EXPLICITLY NAME WHAT IS OUT OF SCOPE

This is where alignment actually happens.

STEP 5

ASSIGN DECISION OWNERSHIP

Alignment without ownership is theater.

COMMON FAILURE MODES

- Workshops that produce language, not decisions
- Alignment decks that avoid trade-offs
- “Everyone agrees” with different interpretations



CHECKLIST (CHEAT SHEET)

- Strategic intent is singular
- Constraints are explicit
- Success criteria are defined
- Out-of-scope areas are named
- Decision owner is clear

