

Systems for the Strategic Self

You wrote the strategy, so you defend the strategy. In every review you answer the objection instead of weighing it, explain away the soft number, and read the one chart that confirms the plan you already love. The market will not be so generous. It runs the experiment you keep refusing to run, and sends the invoice in lost quarters, not in feedback you can still act on.

The usual answer is to gather more conviction: align the team, commit harder, treat doubt as a morale problem. Conviction feels like strength until the moment the blind spot becomes a crisis, and by then the only people stress-testing your strategy are your competitors.

The Red Team Founder treats adversarial review as what it is in security and the military: a discipline, not a mood. It introduces the ATTACK framework (Assume failure, Target your assumptions, Take the adversary's seat, Audit the evidence, Counter your own defenses, Kill or commit), six moves that turn the scrutiny you reserve for rivals onto your own plan, on schedule, before the cost is real.

You will learn to:

- Run a pre-mortem that names how this strategy dies before the market writes the obituary.
- Surface the load-bearing assumption you have never tested, and design the cheapest test that could break it.
- Argue your competitor's winning case better than they can, so their move never surprises you.
- Separate the evidence from the narrative you built around it, and tell a real signal from a flattering one.
- Decide on purpose when to kill a bet and when to commit, instead of letting sunk cost and ego decide for you.

The result is not a more confident founder defending the same plan. It is an operator who has already survived the attack in private, so the public version holds.

If you would rather find your own blind spot on a Tuesday than have the market find it for you, this is the discipline you have been skipping.

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