

2017 CREW Leadership Forum Series:

The Strategic Leader

Workshop #2: Strategic Thinking - Building Your Strategic Competence
June 6, 2017

Participant Workbook



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CREW Leadership & Professional Development Committee



The mission of the CREW Chicago Leadership and Professional Development committee is to create a forum for members to converse and connect with the goal of growing and developing their capabilities as confident leaders, change agents, and fulfilled and effective professionals. We will achieve our mission in a collegial, supportive environment that encourages openness, respecting the integrity of each CREW Chicago member.

2017 Leadership Forum Series: The Strategic Leader

Please join us for this dynamic series of interactive workshops designed to help you develop your skills as a strategic leader!

- | | |
|---------------|---|
| March 23 | Introduction: Defining a Strategic Leader
DLA Piper 444 W. Lake -- 5:30 pm – 8:00 pm |
| June 6 | Building Your Strategic Competence
DLA Piper 444 W. Lake – 7:30 am – 9:30 am |
| July 12 | CREW Chicago Book Club, featuring <i>The Power of Habit</i> , by Charles Duhigg
held in members' homes and offices – 5:30 pm – 8:00 pm |
| September 12 | Developing a Strategic Team
DLA Piper 444 W. Lake – 11: 30 am – 1:30 pm |
| December 5 | Developing Strategic Confidence
with CREW Chicago Annual Meeting
Venue TBD, evening event |

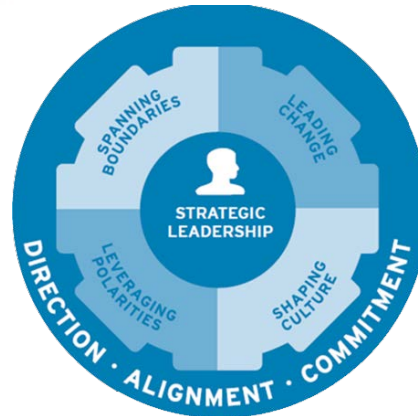
We encourage you to attend the entire series, but it is not necessary to attend a previous program to benefit from a future program. We welcome those who can only attend individual programs as well as those who participate in the complete series. Take advantage of this great opportunity to build your strategic leadership skills in a collaborative learning environment!



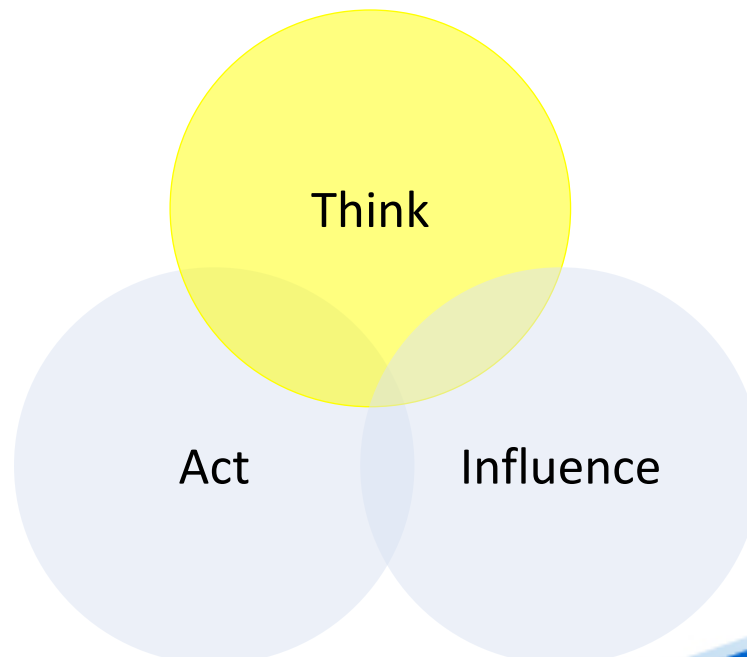
CREW Chicago is grateful to DLA Piper for its generous sponsorship of the 2017 Leadership Forum Series.

Strategic Leadership

Focuses on the enduring performance potential of the organization over time so that it will **thrive** in the long term.¹



Individuals and teams demonstrate Strategic Leadership when they think, act, and influence in ways that promote sustainable competitive advantage for the organization.²



**Strategic Thinking encompasses both a
strategic MINDSET and strategic COMPETENCIES**

COMPETENCIES

**Scanning
Visioning
Reframing
Making Common Sense
Systems Thinking**

STRATEGIC THINKING

**A collective process
About the present, not just the future
Both artful and analytical**

MINDSET

Develop Your Strategic Thinking Skills

✓ Assess Your Strategic Thinking Skills³

1. Complete Strategic Assessment Exhibit 2.3 on the facing page
2. Reflect on your Strategic Assessment ... in what areas are you strong?
In what areas do you need improvement?
3. Brainstorm ways to develop Strategic Thinking skills that will impact your future self and your future role within your organization...
4. Imagine yourself in 5 years ... 10 years. Where do you see yourself?
How would a Strategic Thinking mindset influence your behaviors and actions over time?

Exhibit 2.3 - Evaluate Your Strategic Thinking Skills⁴

For each of the behaviors listed below, use the 1-5 scale to assess your need to improve in that area. Circle the number that corresponds to your assessment.

1	2	3	4	5
Considerable Improvement Needed		Moderate Improvement Needed		No Improvement Needed

Scan the environment for forces and trends that could have an impact on the organization's competitiveness.

1 2 3 4 5

Ensure that all necessary information is considered.

1 2 3 4 5

See things in new and different ways.

1 2 3 4 5

Identify the truly key facts or trends and the large amount of data available to be considered.

1 2 3 4 5

Understand your own biases, and do not let them play too strong a role in your thinking.

1 2 3 4 5

Identify key points or issues, and discern the truly significant information among the explosion of data confronting you.

1 2 3 4 5

See patterns and relationships between seemingly disparate data, and ask probing questions about the interactive effects among various parts of the business.

1 2 3 4 5

Offer original, creative ideas.

1 2 3 4 5

Develop Your Strategic Thinking Skills

- ✓ **Engage Employees/Team Members** (How do you engage your team? How do you engage fellow team members?)

Use Your Head *and* Your Heart⁵

"It's the difference between people in an organization just doing their jobs versus being personally committed to the organization's success."



"At any one moment in time you often can't see where your path is heading and logic and intellect alone won't lead you to make the right choices, won't in fact take you down the right path. You have to master not only the art of listening to your head, you must also master listening to your heart and listening to your gut" – Carly Fiorina, the former Hewlett-Packard CEO, speaking to MIT's graduating class of 2000

Develop Your Strategic Thinking Skills

- ✓ Develop the Mindset of a Strategic Thinker⁶



**A collective process
About the present, not just the future
Both artful and analytical**

MINDSET

Thinking Strategically⁷

- ✓ Involves cognitive and social processes.
- ✓ Leads to a shared understanding (“common sense”) of the complex relationship between the organization and its environment.
- ✓ Involves using that understanding to set the direction for the organization’s future.
- ✓ Includes diverse perspectives from inside and outside the organization.
- ✓ Not just about the future, but what must we do in the present to be prepared for the future.

Broaden Your Thought Process⁸

Traditional Strategic Thinking is **analytical** and **fairly narrow** in its focus.

The **Complementary** means of Strategic Thinking strategically addresses issues in a more **holistic** and **integrative manner**.

Traditional

- Observe
- Compare
- Discuss
- Plan
- Identify
- Assess
- Define
- Analyze
- Classify
- Manage
- Evaluate

Complementary

- Reflect
- Connect
- Visualize
- Illustrate
- Brainstorm
- Represent
- Imagine
- Synthesize
- Associate
- Integrate
- Simulate

COMPETENCIES



The 5 Competencies of a Strategic Thinker⁹

1. Scanning *“Examine the organization’s current strategic situation, including an analysis of the opportunities as well as the industry and broader competitive environment as well as the strengths and weaknesses inside the organization.”¹⁰*

Strengths.	What internal capabilities or assets give the organization a competitive advantage? In what ways does the organization serve its key internal and external stakeholders well?
Weaknesses.	What internal capabilities or assets is the organization relatively ineffective or inefficient at performing or possessing, or so limited in capacity as to put it at a competitive disadvantage? In what way does the organization fall short in serving key internal and external stakeholders?
Opportunities.	What conditions or possible future conditions in the external environment might give the organization a competitive advantage and help achieve its vision if taken advantage of?
Threats.	What conditions or possible future conditions in the external environment might put the organization at a competitive disadvantage and inhibit achievement of its vision if steps are not taken to minimize their impact?

The 5 Competencies of a Strategic Thinker (Con't)

2. Visioning *"A vision represents a view of what the organization (or a department, group, or unit) can and should become. . . . official vision statements or core values."*¹¹

- Expresses ideals and values
- Affirms human dimension
- Put organization's story in a meaningful context that connects members to its core identity
- Clarifies expectations about the kind and amount of desired growth
- Describe key drivers of change

3. Making Common Sense (Shared Understanding) *"Making common sense amid complex and ambiguous conditions. The dynamic challenges facing organizations today contribute to a common experience of lack of clarity about direction and alignment and a sense of disorganization and confusion."*¹²

- Vision of the future
- Understanding of challenges facing the organization
- Guidance from higher authority
- How the team will work with other individuals and groups
- Obstacles to group or team success and ways to overcome them

The 5 Competencies of a Strategic Thinker (Con't)

4. Systems Thinking *“Effective strategic thinkers are able to discern the interrelationships among different variables in a complex situation.”¹³*

- Look for patterns over time
- Look at the big picture
- Look for complex interactions
- Hypothesize key causal relationships
- Validate your understanding of what causes what

5. Reframing *“The ability to see things differently, including new ways of thinking about an organization’s strategic challenges and basic capabilities.”¹⁴*

Ask Yourself:

- What would we do differently if we really listened to our customers?
- What are some different ways we can think about what “quality” means in our work?
- What could we be the best in the world at doing? How might doing that change the nature of our organization?
- Have certain processes and activities in our organization merely become ends in themselves rather than a means to an end? What changes could we make to improve outcomes?
- Is our structure serving our strategy, or is our strategy serving our structure? How can we adapt to be more effective in driving our strategy?

Appreciative Inquiries

“A means to develop a shared understanding”

Problem-Oriented

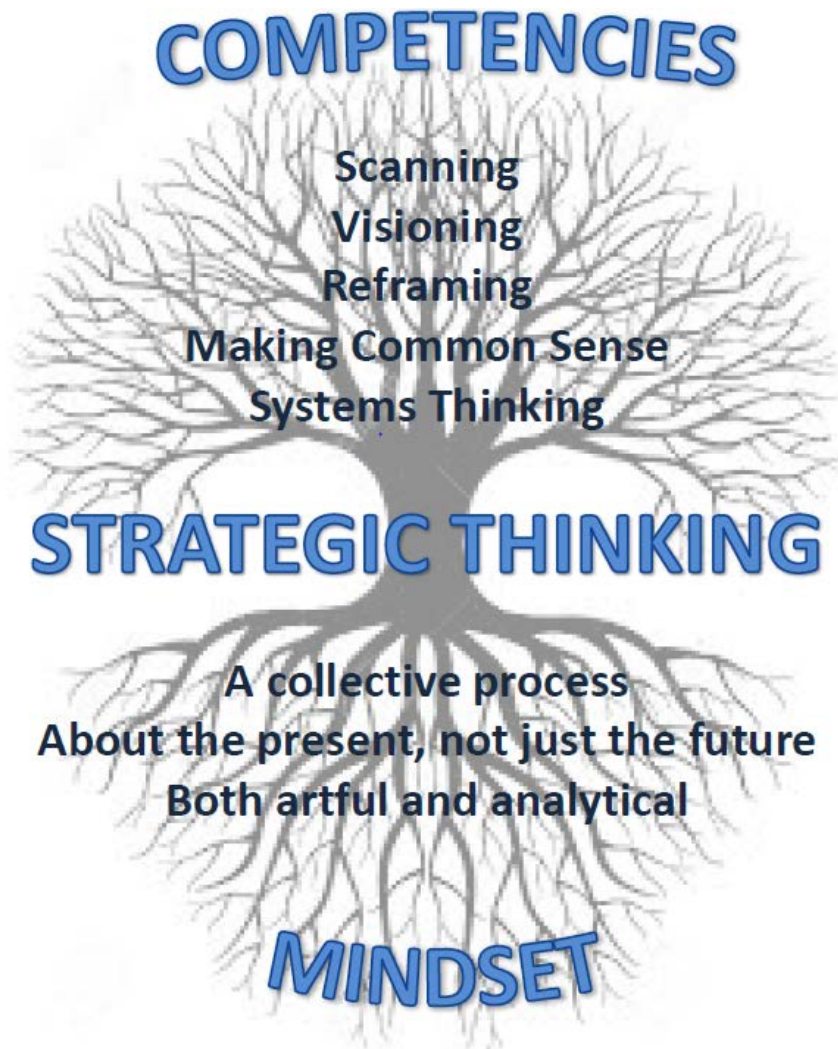
- What are some of the biggest problems you see in your organization?
- What seems to be happening when your team fails to reach its potential?
- What aspects of your organization would you change if you could?
- What are some of the biggest challenges you face when trying to work across boundaries in this organization?

vs.

Appreciative Inquiry

- What are three things your organization could do to become even stronger and healthier?
- What is going on when your team is performing at its very best?
- What about your organization makes you proud to be part of it?
- What does it look like when people from different parts of your organization are all pulling in the same direction?

Strategic Thinking encompasses both a strategic MINDSET and strategic COMPETENCIES.¹⁵



Group Discussion

Utilize strategic thinking concepts to address one of the two topics.

1. Two companies with different cultures are merging. How should a division head or team leader approach the situation to optimize outcomes for the new company or team?

2. A new building development has been announced that will be a competitive threat to an older, existing building. How should the existing building (leasing, management, ownership) approach this situation to effectively compete with the new rival?

Small Work Group Discussion

Prompt strategic thinking around issues faced in leading your organization or team by applying the reframing technique and by asking yourself questions such as these:¹⁶

- ✓ What would we do differently if we really listened to our clients, customers or employees?
- ✓ What are some different ways we can think about what quality means in our work?
- ✓ What could we be best in the world at doing? How might doing that change the nature of our organization?
- ✓ Instead of thinking about ourselves as an organization that _____, [characterize your work] what if we thought about ourselves as an organization that _____? [think differently about what your organization does]
- ✓ Is our structure serving our strategy, or is our strategy serving our structure? How can we adapt to be more effective in driving our strategy?

Develop Your Strategic Thinking Action Plan

- ✓ I will complete the strategic assessment in the next 3 days.

- ✓ I will take the following actions in the next 30 days:

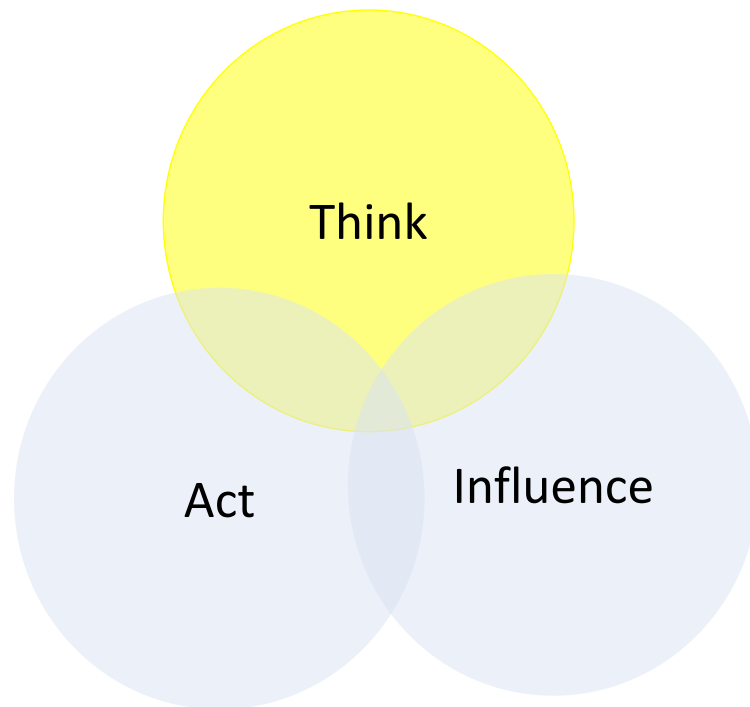
- ✓ I will take the following actions in the next 12 months:

- ✓ I will further develop my competencies and mindset on an ongoing basis by doing the following:

- ✓ I commit to _____ and _____ that I will follow up to review the progress on my action plan by _____.

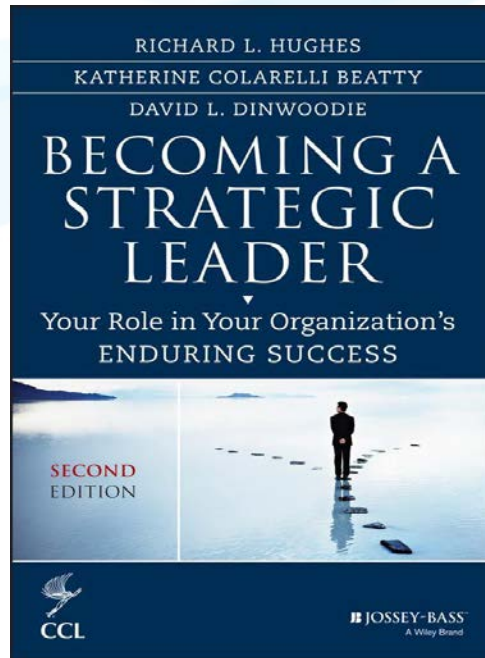
Demonstrate Strategic Leadership

When you **think**, **act**, and **influence** in ways that promote sustainable competitive advantage for your organization.¹⁷



Please join us for our next luncheon program
on September 12th – **Developing a Strategic Team!**

Watch for emails with details and register early!



Endnotes:

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¹ Source: Diagram adapted from Figure 1.3 from Richard L. Hughes, Katherine Colarelli Beatty and David L. Dinwoodie, *Becoming A Strategic Leader: Your Role in Your Organization's Enduring Success – Second Edition*, ©John Wiley & Sons, Inc. (2014), p. 42. A joint publication of The Jossey-Bass Business & Management Series and The Center for Creative Leadership (“Becoming a Strategic Leader”)

² *Becoming a Strategic Leader*, p.42.

³ *Becoming a Strategic Leader*, pp.68-72, Exhibit 2.3, pp. 70-71.

⁴ *Becoming a Strategic Leader*, Exhibit 2.3, pp. 70-71.

⁵ *Becoming a Strategic Leader*, p.66.

⁶ Diagrams on pages 8 and 9 adapted from Figure 2.2 from *Becoming a Strategic Leader*, p.72.

⁷ *Becoming a Strategic Leader*, pp.49, 56 and 60; Figure 2.2, p.72.

⁸ *Becoming a Strategic Leader*, Exhibit 2.2, p.69.

⁹ *Becoming a Strategic Leader*, pp.68-102.

¹⁰ *Becoming a Strategic Leader*, pp.71-75, including Exhibit 2.4.

¹¹ *Becoming a Strategic Leader*, pp.75-78.

¹² *Becoming a Strategic Leader*, pp.84-92, Exhibit 2.10, p.93.

¹³ *Becoming a Strategic Leader*, pp. 92-102.

¹⁴ *Becoming a Strategic Leader*, pp.79-84.

¹⁵ *Becoming a Strategic Leader*, Figure 2.2, p.72.

¹⁶ Questions adapted from *Becoming a Strategic Leader*, Exhibit 2.8 p. 81.

¹⁷ *Becoming a Strategic Leader*, p. 11.