



2017 CREW Leadership Forum Series: The Strategic Leader

Workshop #2: Strategic Thinking - Building Your Strategic Competence

**Strategic
Thinking**

June 6, 2017

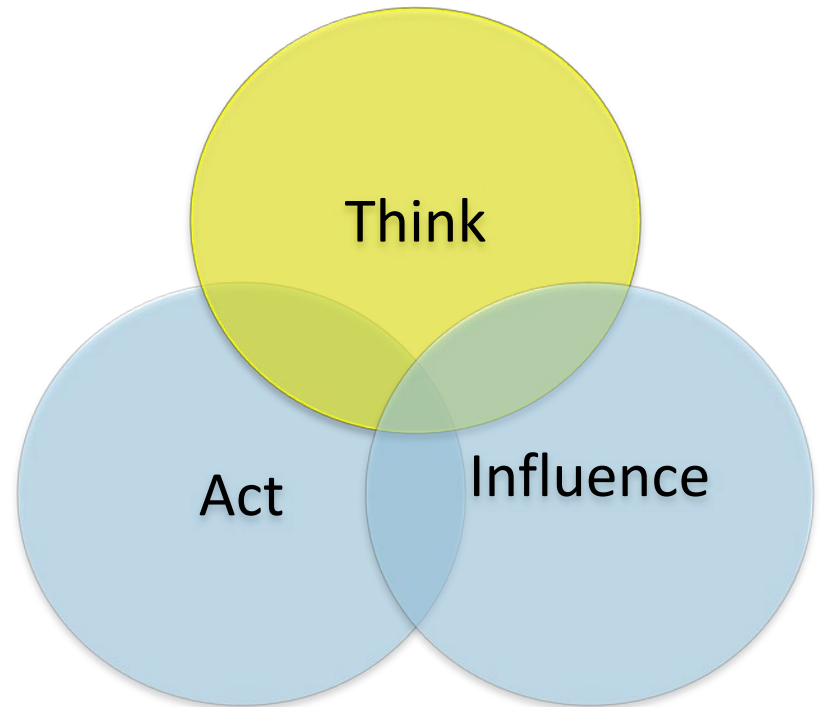


Strategic Leadership

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

Strategic Leadership

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



Strategic Thinking

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

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

Develop Your Strategic Thinking Skills

- ✓ **Assess Your Strategic Thinking Skills**

- ✓ **Engage Employees/Team Members**

Use Your Head *and* Your Heart

“It’s the difference between people in organization just doing their jobs versus being personally committed to the organization’s success.”

- ✓ **Develop the Mindset of a Strategic Thinker**



Thinking Strategically



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

MINDSET

Thinking Strategically

- ✓ 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 Process

Traditional

**Analytical and Fairly
Narrow Focus**

- Observe
- Identify
- Analyze
- Discuss
- Manage
- Evaluate

Complementary

**Holistic and Creative
Focus**

- Reflect
- Brainstorm
- Synthesize
- Visualize
- Integrate
- Simulate

Develop Your Strategic Thinking Skills

- ✓ **Assess Your Strategic Thinking Skills**
- ✓ **Engage Employees/Team Members**
 - Use Your Head *and* Your Heart**
“It’s the difference between people in organization just doing their jobs versus being personally committed to the organization’s success.”
- ✓ **Develop the Mindset of a Strategic Thinker**
- ✓ **Build the 5 Competencies of a Strategic Thinker**



COMPETENCIES



Scanning

Visioning

Reframing

Making Common Sense

Systems Thinking

STRATEGIC THINKING

The Five Competencies

1. Scanning

- SWOT Analysis

2. Visioning

- Expresses ideals and values
- Affirms human dimension
- Connects members to its core identity
- Clarifies the kind and amount of desired growth
- Describes key drivers of change

The Five Competencies

3. Making “Common Sense” (Shared Understanding)

- Vision of the Future
- Challenges facing the organization
- Guidance from higher authority
- How the team works with other individuals and groups
- Obstacles to success and ways to overcome them

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?

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?

The Five Competencies

4. Systems Thinking

- 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

The Five Competencies

5. Reframing

- Looks at things differently, from a new perspective
- It questions or restates implicit beliefs
- Makes a significant difference in the decisions actively made

Examples:

- ✓ What could we be the best in the world at doing? How might doing that change the nature of our organization?
- ✓ What would we do differently if we really listened to our customers?

COMPETENCIES



Scanning

Visioning

Reframing

Making Common Sense

Systems Thinking

STRATEGIC THINKING

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MINDSET

Apply Strategic Thinking Concepts to Address One of the Following Topics:

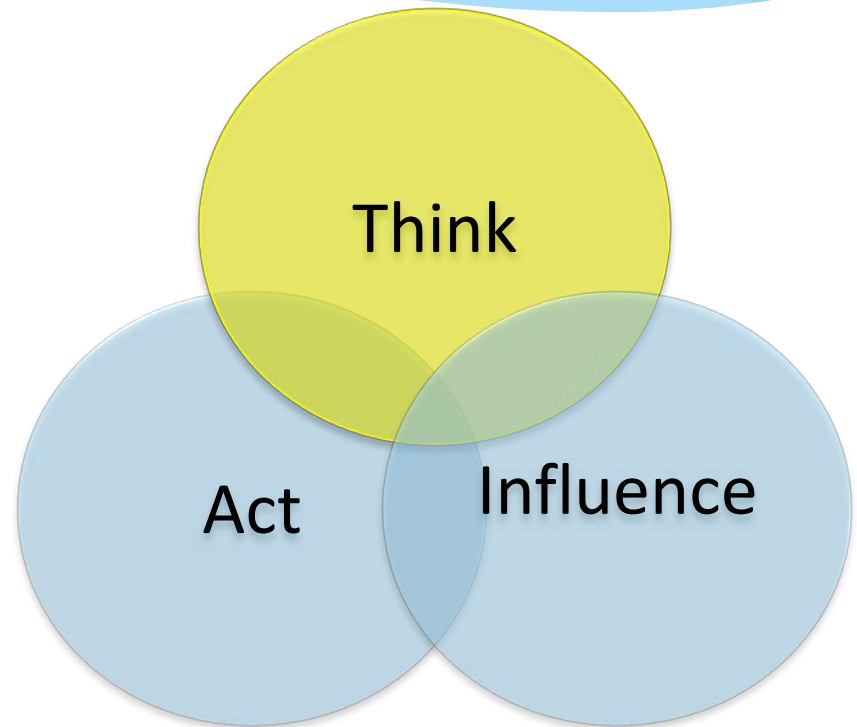
- 1.** Two companies with different cultures are merging. How should a division head or team leader approach the situation to optimize outcomes for the new company and/or team?
- 2.** A new building development has been announced that will be a competitive threat to an older, existing building. How should the existing building (leasing, management, ownership) approach this situation to effectively compete with the new rival?

Prompt Reframing of Strategic Leadership in Your Organization or Team by Asking Questions such as:

- 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 our organization?
- Instead of thinking about ourselves as an organization that [_____], what if we thought about ourselves as an organization that [_____]?
- Is our structure serving our strategy, or is our strategy serving our structure? What can we do to pivot?

Demonstrate Strategic Leadership

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



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BECOMING A STRATEGIC LEADER

Your Role in Your Organization's
ENDURING SUCCESS

SECOND
EDITION



JOSSEY-BASS
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Source: 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). A joint publication of The Jossey-Bass Business & Management Series and The Center for Creative Leadership

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



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.