

Strategic Thinking

Managers:

Leaders:

Tactical:

Strategic:

Strategic Thinking

“...is the intelligent allocation of limited resources through a unique system of activities.”

Richard Horwath

“...is making intentional decisions about what we will and will not do, so as to use our money, equipment, real estate and most of all, our people, unlike anyone else, to work towards the best result we can see.”

Gary Minor

Strategic Thinking:

Execution Planning:

Strategic Insight comes from four places:

1. Context:
2. Customers/Constituents:

3. Questions:

4. Models:

Four Types of Thinkers

- **Beach bum**- business manager who knows how to manage or maintain status quo; yet, offers no insight (9%)
- **Snorkelers**- offers tactical solutions to problems, yet offers nothing which has a significant positive impact (26%)
- **Scuba divers**- can produce strategic insights, yet need instruction and assistance to do so (32%)
- **Free Divers**- takes the initiative to generate effective insights about the organization or industry on a regular basis. Combines the right tools and data to continually generate insights and transforms the organization (33%)

What is the difference?

Appetite for _____

Ten Strategic Thinking Skills

1. **Strategy**- mastering the three “A’s” of great strategy (acumen, allocation, action)
2. **Insight**- generating new ideas about the organization and industry/market
3. **Context**- understanding current reality
4. **Competitive Advantage**- creating distinct offerings with superior value
5. **Value**- determining the cost/benefit ratio effectively, to be attractive in your chosen market
6. **Resource allocation**- deciding where to focus capital, talent and time
7. **Modeling**- visually capturing the essence of industry/market issues

- 8. **Innovation**- creating new value for customers
- 9. **Purpose**- developing mission, vision and values for organization
- 10. **Mental Agility**- the ability to improvise, adapt and excel through adversity

Notes on these 10:

Time to apply- What is a strategic issue you are facing, today?

Or use mine- You have moved, or are moving , to a RAD Model

Here are some questions to help you develop and move your strategy faster.

- ✓ Does everyone on our team (Jim Collin's Bus) know what we are doing, and why we are doing it?
- ✓ Do we have the right people on our bus (team)?
- ✓ Are all the team members in the right seat, on our bus (team)?
- ✓ Is everyone properly trained to execute their new assignments?
- ✓ Does everyone have a clear understanding of expectations and accountabilities for their role? (The only way they would, is if the ED or dept. head sat them down, one on one, and told them anything less is building your business on hopes and wishes).
- ✓ Are their clear milestones or periodic points of review, both for each individual as well as the organization as a whole?
- ✓ Can every team member recite, in a several seconds, what the strategic focus and direction of the organization is? (How do you know; have you asked them to recite it?)

Go: use the 10 skills discussed above, to create the beginnings of your new strategic focus.

Continued; the new Strategic Focus:

Resources:

Jim Collins, Good to Great ISBN 0066620996

Tom Peters, Re-Imagine! ISBN0756617464

Richard Horwath, Deep Dive ISBN 929774826

Richard Horwath, Elevate ISBN 8126561270