



# ***YOU—A Strategic Thinker!***

***Tools to Help You Become A Strategic Thinker and Strategic Planner***



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### Important Resources Used in GR8 Leaders

- *Managerial Moment of Truth*; Bruce Bodaken, Robert Fritz
- *Path of Least Resistance for Managers*; Robert Fritz
- *Your Life As Art*; Robert Fritz
- *GR8 Relationships*; Hermann Eben (available, but not published)

### Additional Resources Used in GR8 Leaders

- *Adaptive Coaching; The Art and Practice of a Client-Centered Approach to Performance Improvement*; Terry Bacon, Karen I. Spear
- *ADKAR—A Model for Change in Business, Government and Our Community*, Jeffrey Hiatt
- *Appreciative Inquiry Handbook*, David Cooperrider, Diana Whitney, Jacqueline Stavros
- *Breakthrough Thinking from Inside the Box*; Kevin P. Coyne, Patricia Gorman Clifford, and Renee Dye
- *Coached to Lead*; Susan Battley
- *Coaching; Evoking Excellence in Others*; James Flaherty
- *Co-Active Coaching*; Laura Whitworth, Henry Kimsey-House, Phil Sandahl
- *Competitive Strategy*; Michael Porter
- *Conflict Resolution*; Daniel Dana
- *Creativity Inc.*, Ed Catmull
- *Essential Manager's Toolkit*; Harvard Business School Press
- *Execution*; Larry Bossidy
- *Executive Coaching with Backbone and Heart, A Systems Approach to Engaging Leaders with Their Challenges*; Mary Beth O'Neill
- *Facilitating With Ease*; Ingrid Bens
- *Fail Better*; Anjali Sastry and Kara Penn
- *Fifth Discipline Fieldbook*; Peter Senge, Art Kleiner, Charlotte Roberts, Richard Ross, and Bryan Smith
- *Firing Up Commitment during Organizational Change*; Price Pritchett
- *Focus, A Simplicity Manifesto in the Age of Distraction*, Leo Babuta
- *Good To Great*; Jim Collins
- *Great by Choice*; Jim Collins and Morten Hansen
- *Hard Optimism*; Price Pritchett
- *Influence: Science and Practice*; Robert Cialdini
- *Leading Change*; John P, Kotter
- *Learned Optimism; How to Change Your Mind and Your Life*; Martin Seligman

- *Listening—The Forgotten Skill*; Madelyn Burley-Allen
- *Made to Stick*; Chip Heath and Dan Heath
- *Making Delegation Happen*; Robert Burns
- *Masterful Coaching*; Robert Hargrove
- *Nudge* Richard Thaler and Cass Sunstein
- *On Writing Well*; William Zinsser
- *Predictably Irrational*; Dan Ariely
- *Rapid Transformation*; Behnam N. Tabrizi
- *Real Change Leaders*; Jon Katzenbach
- *Successful Manager's Handbook, 7th Edition* ; Susan Gebelein
- *Switch* Chip Heath and Dan Heath
- *The Art of Choosing*, Sheena Iyengar
- *The Business Coaching Toolkit*, Stephen G. Fairley and Bill Zipp
- *The Business of Listening*; Diana Bonet
- *The Dynamics of Persuasion: Communication and Attitudes in the 21st Century*; Richard M. Perloff
- *The Eight Essential Steps to Conflict Resolution*; Dudley Weeks
- *The Five Dysfunctions of a Team*,
- *The Leader's Handbook*; Peter Scholtes
- *The Leadership Challenge*; James Kouzes & Barry Posner
- *The Leadership Pipeline*; Ram Charan, Stephen Drotter, James Noel
- *The Myth of Stress*; Andrew Bernstein
- *The Power of Nice*; Linda Kaplan Thaler, Robin Koval
- *The Thin Book of Appreciative Inquiry*, Sue Annis Hammond
- *The Thin Book of SOAR*, Jacqueline Stavros and Gina Hinrichs
- *What Really Works*; William Joyce, Nitin Nohria, Bruce Roberson
- *Willpower*; Roy Baumeister & John Tierney
- *WriteWay2Success*; Dr. Fred Lybrand



ORGANIZATION &  
LEADERSHIP COACHING  
*Clarity—Focus—Results*

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LEADERSHIP MADE SIMPLE  
6 5 3 2 1  
*Values—Capacities—Priorities—Skills—Process*

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# Fundamentals

## STRATEGIC THINKING

### Reality

- Your Life
  - You have complex situations, difficult problems, and challenging decisions
  - You seldom have access to all the information you need
  - You have a limited view of the entire system involved
  - You still need to decide and act
- You Need to Think Strategically...
  - If you own and run a business with 50 employees
  - If you're a sole-proprietor of a one-man (or woman) show
  - If you're the CEO of a multi-billion dollar conglomerate
  - If you're working at ANY level in a business

### Strategic Thinking

- It's about...
  - Analyzing opportunities and problems from a broad perspective and understanding the potential impact your actions might have on others
  - Thinking about what could happen and looking at the impact on the entire system
- It helps you...
  - ...see beyond day-to-day work and consider the larger environment
  - ...ask questions and challenge assumptions about how things work
  - ...gather complex, even ambiguous data and interpret it
  - ...use the insights to make choices and select appropriate courses of action
- It constantly...
  - Prioritizes those critical items that will allow you to be successful
  - Assesses the business environment
    - Corporate level – company strategy, customers, competition, industry trends
    - Unit level – the group's internal challenges and positioning
  - Gathers and analyzes information
  - Estimates the changes that must be made today in order to generate desired results tomorrow

***Strategic Thinking uses opportunities presented TODAY to generate the best possible business results TOMORROW***

## STRATEGIC THINKERS

### Personal Traits

- **Curiosity:** You are interested in what's going on in your unit, company, and industry
- **Flexibility:** You adapt approaches, shift ideas when new information suggests the need to do so
- **Future focus:** You constantly consider how the conditions in which your group and company operate may change in the coming months and years. You keep an eye out for opportunities that may prove valuable in the future—as well as threats that may be looming
- **Positive outlook:** You view challenges as opportunities and believe that success is possible
- **Openness:** You welcome ideas from supervisors, peers, employees, and outside stakeholders (customers, suppliers, and business partners). You take criticism well without being defensive.
- **Breadth:** You continually work to broaden your knowledge and experience, so you can see connections and patterns across seemingly unrelated fields of knowledge

### Behaviors and Attitudes

- You seek other people's opinions
- You ask questions and challenge assumptions about how the world works
- You focus on the future
- You identify the forces driving organizational performance and think about how to improve it
- You watch the competition
- You reassess who your customers are and what they value
- You stay up to date on developments in your group, other groups and in your industry overall
- You open yourself to ongoing learning by reading books, magazines, and industry reports; attending seminars; and talking with experts

### Cognitive Capacities

- You objectively analyze situations and evaluate the pros, cons, and implications of any actions
- You grasp abstract ideas and put the "pieces" together to form a coherent picture
- You generate a range of options, visualize possibilities, and formulate fresh approaches to work
- You factor hunches into decisions without allowing hunches to dominate the final outcome
- You understand systems – the cause-and-effect linkages among the many elements—whether the system is their team, unit, or organization, or a project or process

## STRATEGIC THINKING AND STRATEGIC PLANNING

- Strategic Planning needs Strategic Thinking to develop and analyze the best ideas
- Strategic Thinking needs Strategic Planning to implement the ideas
- Comparing Strategic Thinking with Strategic Planning

	Strategic Thinking	Strategic Planning
<b>View of Future</b>	Estimates the changes needed today to generate the desired results tomorrow	Clear end result and actions needed to implement changes for the future
<b>Desired Outcome</b>	Sees the process itself as the critical value-adding element; an ongoing objective	Sees the creation of the plan as the ultimate objective
<b>Use in Strategy Making</b>	A <i>mindset</i> adopted to generate ideas and actions that can be implemented in a planning document. A continuous process seeking higher performance.	The <i>document</i> resulting from the <i>mindset</i> . The documented end result and logical sequence of actions that lead to the ideas generated from the <i>mindset</i> . Without monitoring can become an event
<b>Managerial Role in Strategy Making</b>	Best when all management and employees are involved, because more opportunities for improvement and change are identified	Senior executives obtain information from lower-level managers to create a plan which is given to all managers for implementation.
<b>Managerial Roles In Implementing Strategy</b>	Continuous implementation by managers understanding the larger system, how their roles fit in the system, and the interdependence of all roles	Action or task oriented implementation. Managers need to know their role well and are expected to implement their part of the plan.
<b>Basic Approach or Methodology</b>	Uses 5 key elements as a process or as standalone items (Think Systemically, Ask "What If?", Analyze & Synthesize, Focus & Prioritize, and Adapt)	Follows a distinct process of THERE, HERE, PATH (Goal, Reality, Actions). Strategic Thinking elements are the energy behind the process.
<b>Monitoring Success</b>	Objective monitoring requires effort—it is not easily observed in personnel. Activities and learning can be monitored, but actual use depends on the person's choice.	Document has clear metrics, dates and responsibilities which can be monitored directly because of the objectivity stated in the planning document