

The ability to think strategically has become a core personal and organizational competency.

This workshop provides the knowledge and tools that set the foundation for becoming an effective practitioner of strategic business thinking. It will help you discover and cultivate your talents as a manager, as a leader and as a catalyst for translating your ideas into action.

Program Objectives:

- Learn to recognize strategic thoughts - and to distinguish strategic thinking from other kinds of thinking.
- Develop confidence in your ability to make strategic thinking a natural, everyday experience.
- Hone your skills in articulating strategic thoughts to gain support and win the commitment and enthusiasm of others.

Key Topics:

- Why strategic thinking matters.
- Getting clear on the BIG picture.
- Planning the path to success.
- Strategy in real time.



Special Features:

- Case studies and exercises that require strategic thinking responses.
- Your own course workbook with models and methods as well as supplemental reading references to use when you return to the office.

Day 1:

Morning

"Why strategic thinking matters"

Evolving Challenges at Work

- Individual contributor
- Team member
- Manager
- Leader
- Executive

Three levels of thinking

- Operational
- Tactical
- Strategic
- Case study: Wheel and the Light

Work of leadership

- Case study: Ritz-Carlton Hotels

What is strategy?

- Case study: Southwest Airlines

Five approaches to strategy

- Plan
- Ploy
- Pattern
- Position
- Perspective
- Exercise: Why my approach to strategy will work

Afternoon

"Getting clear on the BIG picture"

What is the end game?

- Case study: Titanic
- Strategic perspectives
- Strategic planning - SWOT analysis
- Creating a vision

Three key skills for success

- Diagnosis
- Managing change
- Learning how to learn
- Case study: Sound of the Forest

Asking the right questions

- Who are the key stakeholders?
- What goals need to be met?
- Wants versus needs
- Exercise: Making goal trade-offs

How will we add value?

- Improving operational quality
- Enhancing customer focus
- Encouraging innovation and learning

Making BIG versus little decisions

- Muddling through
- Rational
- Political
- SOPs
- Intuition

Day 2

Morning

"Planning the path to success"

Assessing resource availability

- Time
- People
- Money
- Systems

Organizing the work to be done

- Gantt chart
- Case study: Medical Specialty Chemicals

Communicating the plan

- Provide BIG picture direction
- Define and allocate the work
- Establish and enforce accountability for results
- Exercise: Balanced scorecard

Afternoon

"Strategy in real time"

Basic principles to make things happen

- Learn by doing [you don't have to have all the answers]
- Move with the flow
- Integrate new information
- Capitalize on emerging conditions
- Lock in the gains

Leadership and management

- Four key distinctions
- Case study: The Hunt for Red October

Managing performance

- Setting goals
- Monitoring results
- Coaching and feedback
- Making decisions and taking action
- Rewards and recognition

Summary and Conclusion