## Lisa DiTullio

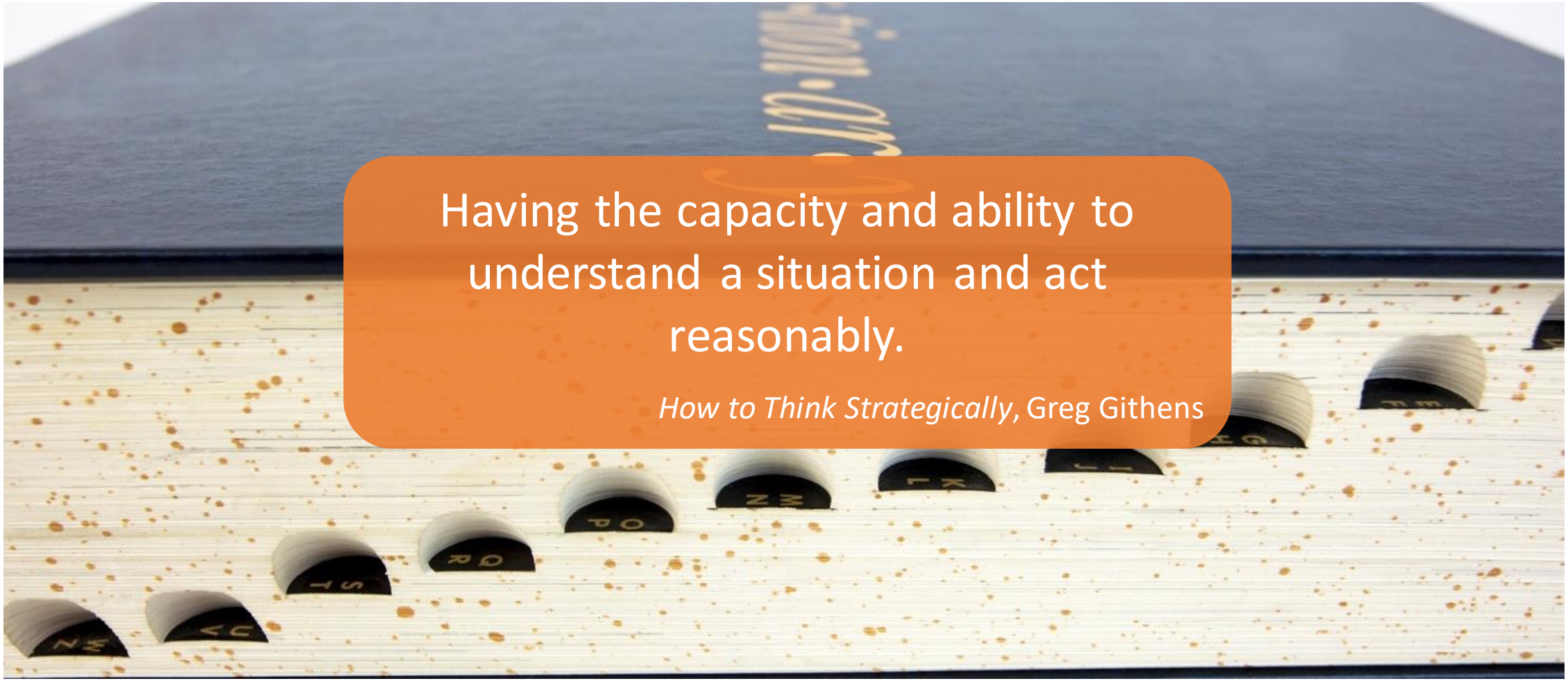
*Consultant and Trainer*
**Corporate Education Group**

- International speaker in project management and impactful storyteller
- Over 25 years' experience in establishing PMO and portfolio management models
- Author and regular contributor to industry blogs and various podcasts
- PMI® PMTraining™ instructor

**At the end of the session, you will be able to:**

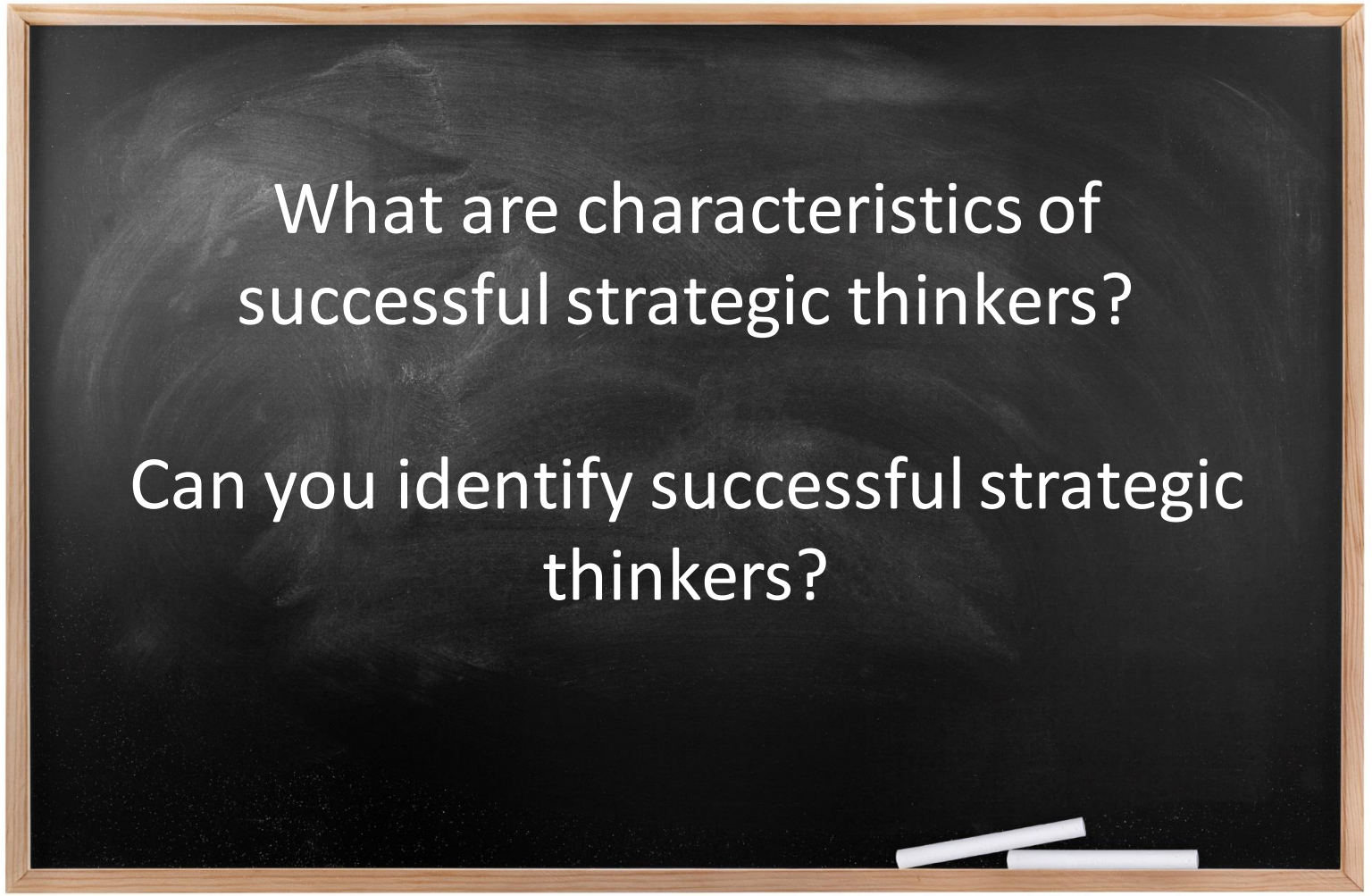
- Define strategic thinking
- Think strategically
- Differentiate between strategic thinking, strategy development, strategy management
- Transform strategy into meaningful results

Are you strategic?



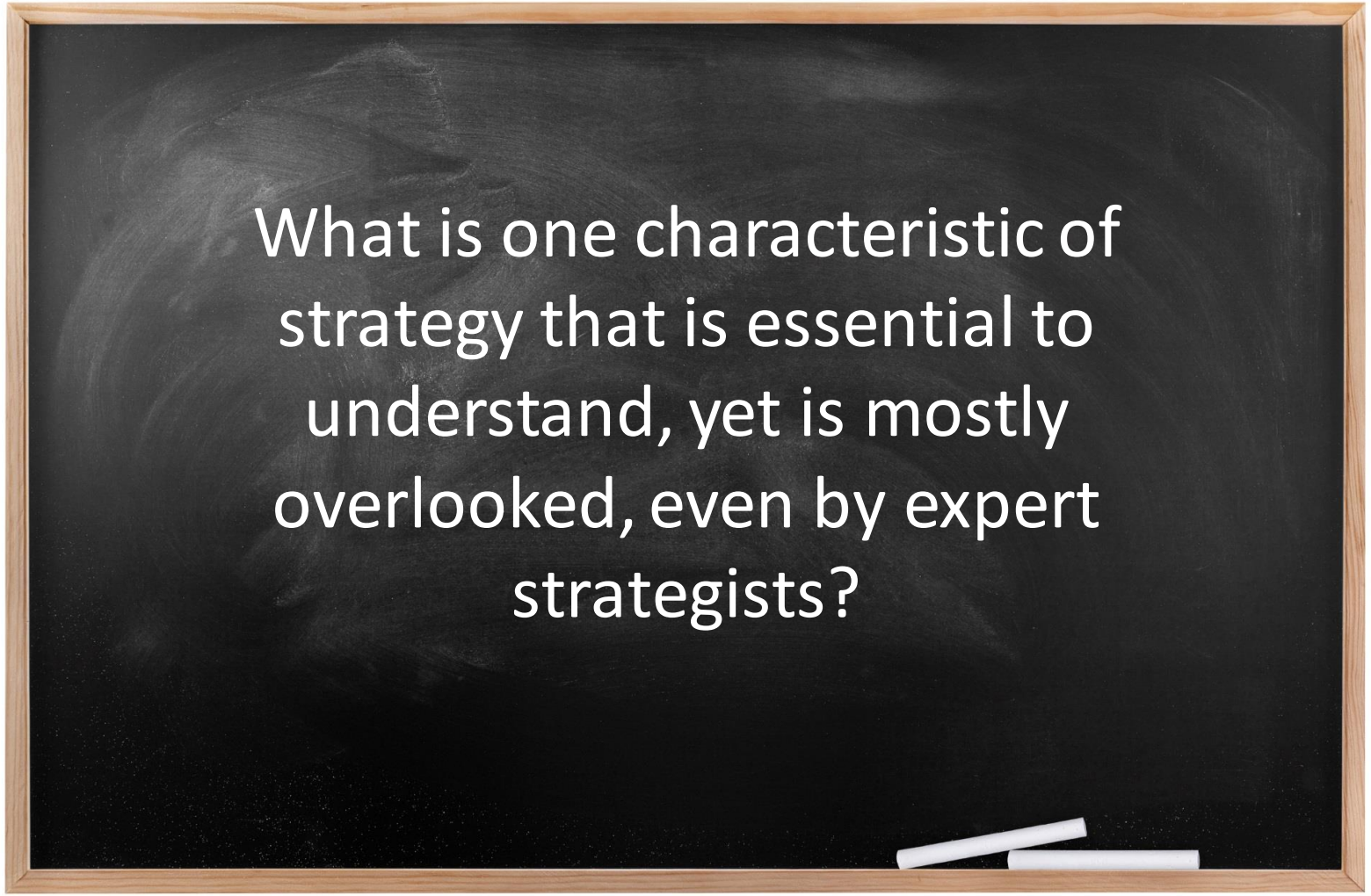
Having the capacity and ability to understand a situation and act reasonably.

*How to Think Strategically*, Greg Githens


What are characteristics of successful strategic thinkers?
Can you identify successful strategic thinkers?

- Individual Capacity
- Understanding the Situation
- Acting Reasonably

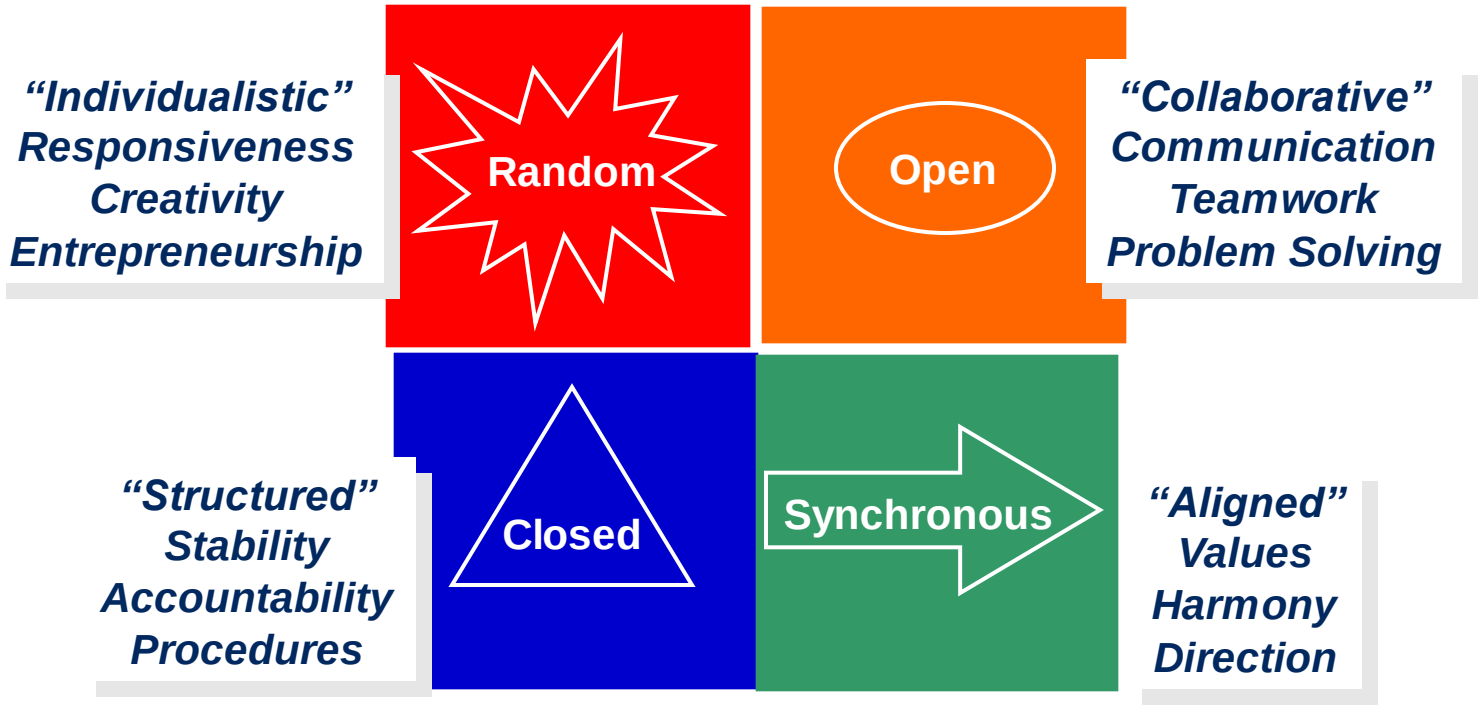
- Be deliberate
- Consider all facts and circumstances
- Identify advantages/disadvantages
- Explain rationale
- Avoid ego
- Manage biases
- Be proactive


What is one characteristic of strategy that is essential to understand, yet is mostly overlooked, even by expert strategists?

“Ambiguity is the source of opportunity and competitive advantage”

- Organizational culture refers to the **beliefs** and **behaviors** that determine how a company's employees and management interact and handle **outside** business transactions.

- Often, corporate culture is **implied**, not expressly defined, and develops **organically** over time from the cumulative traits of the people the company hires.




Based on the Kantor System Typology and Communicational Domains™ - used by permission
Larry L. Constantine, *Family Paradigms: The Practice of Theory in Family Therapy*

01

Let go of rigid distinctions of what is right and wrong

02

Eliminate expectations of what will happen

03

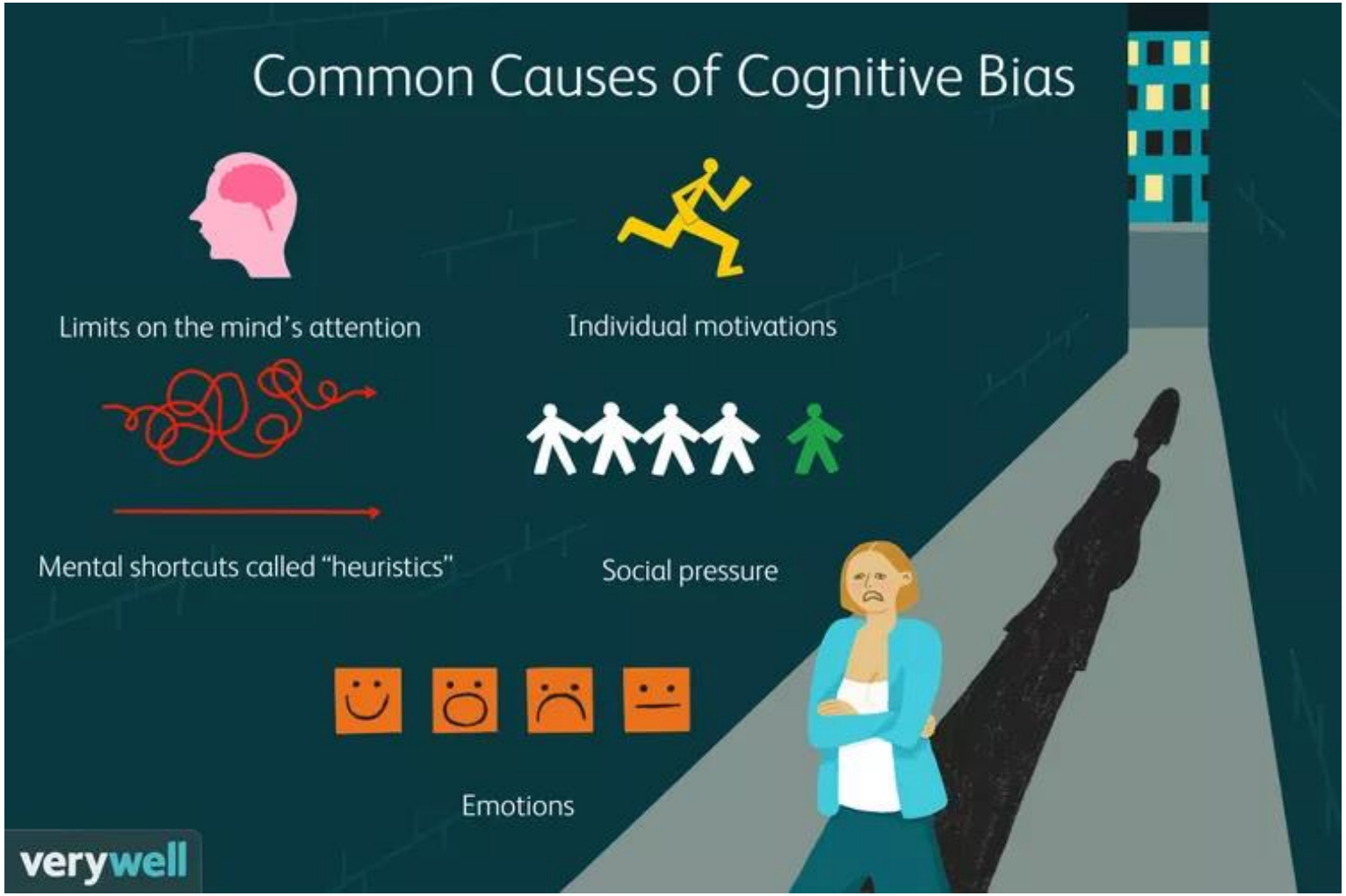
Fill yourself with curiosity to understand more deeply

04

Ask simple questions

05

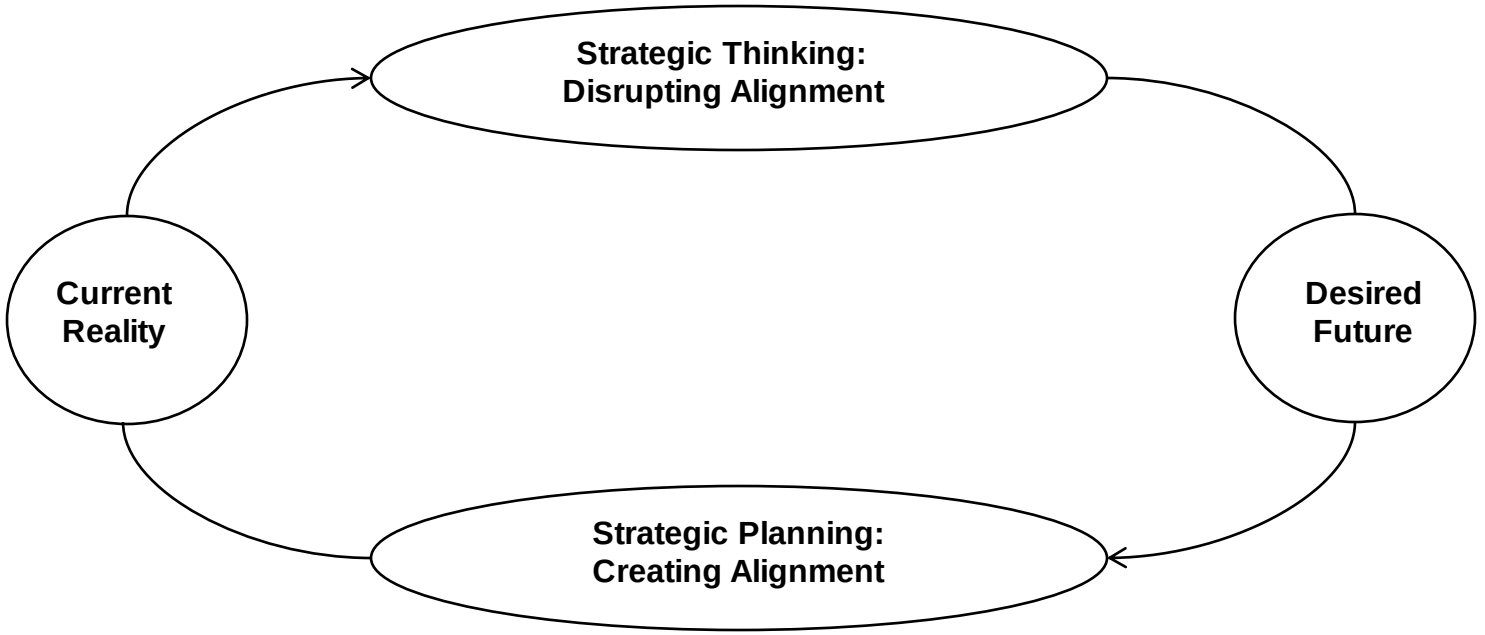
Open yourself to new possibilities


Common Causes of Cognitive Bias
Limits on the mind's attention
Individual motivations
Mental shortcuts called "heuristics"
Social pressure
Emotions
verywell

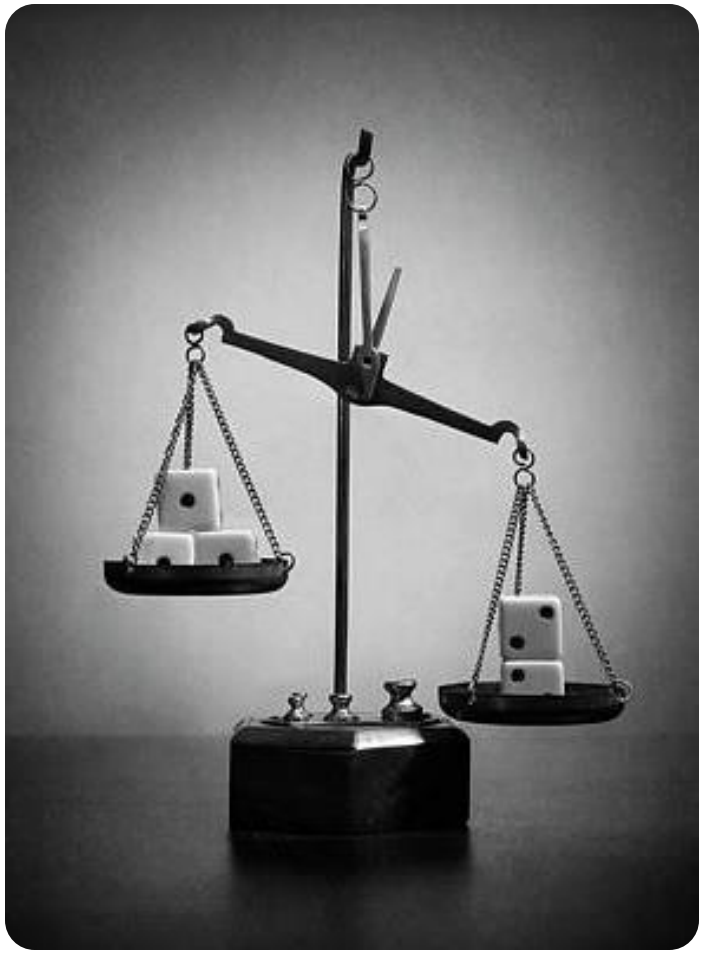
What is strategy?

Strategy is a specialized tool used to advance the interests of the organizations by managing issues that have a broad and long-term impact.

*How to Think Strategically*, Greg Githens




Jeanne M. Liedtka: *Linking Strategic Thinking with Strategic Planning*



- Diagnosis of the situation
- Set of essential choices
- Coherent action

**vs.**

- All about desired outcomes
- A list of wishes to happen
- A budget

| Poor Questions | Good questions |
|---|---|
| "What do I want to do?" | "What questions are we trying to answer?" |
| "What is the best practice?" | "Are we asking the right questions?" |

*"A better strategy can be generated if answers are found to quality questions, rather than quality solutions found for poorly posed questions."*

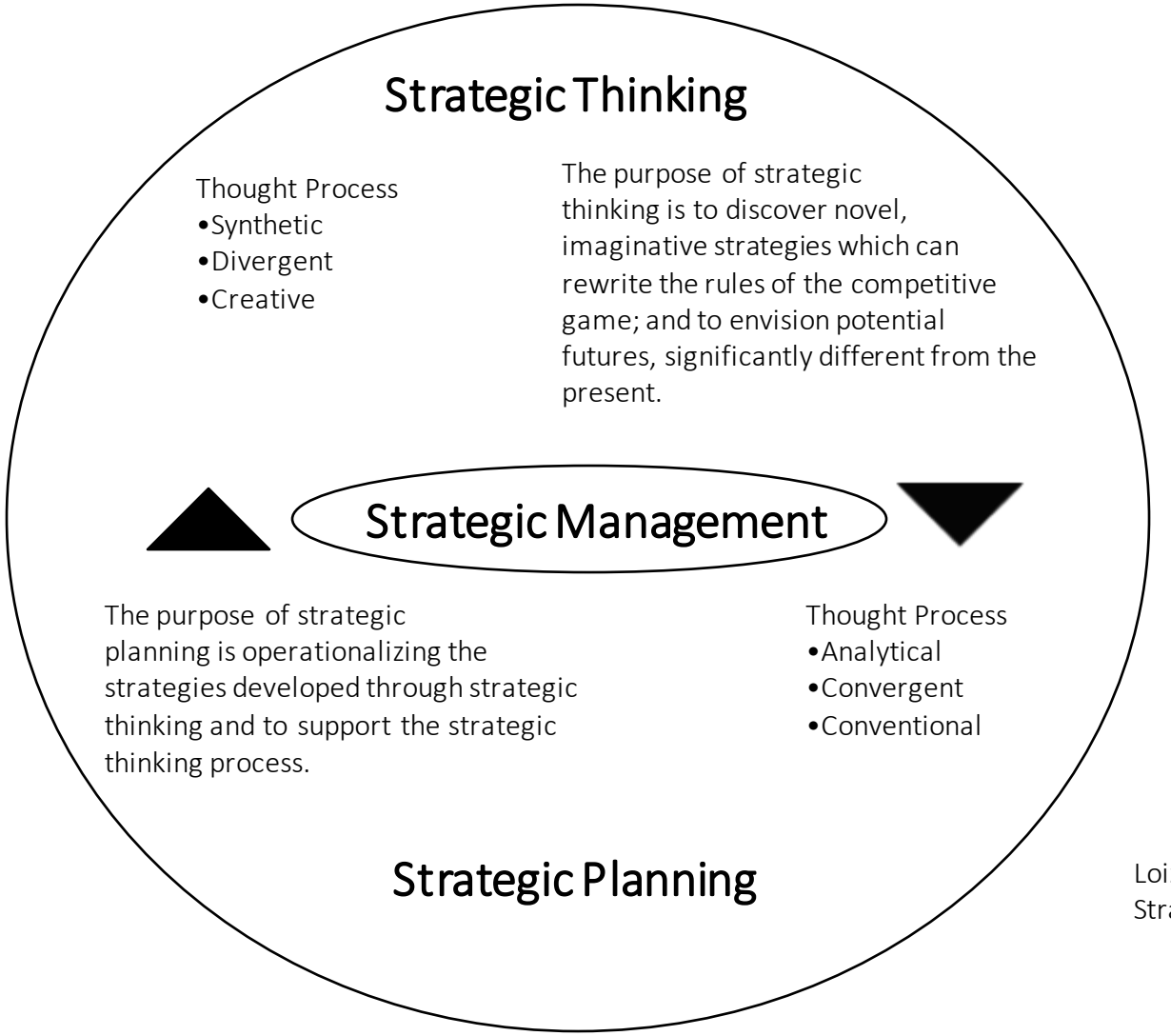
*Steven French*

| Level | Description |
|---|---|
| Level 0 | Ask no questions. Instead, substitute your questions with assumptions about situation and aspirations. |
| Level 1 | Ask a mediocre question. These are mundane and asked ritualistically. |
| Levels 2 & 3 | Ask better and better questions. You can improve any question. Ask questions that prompt thought. |

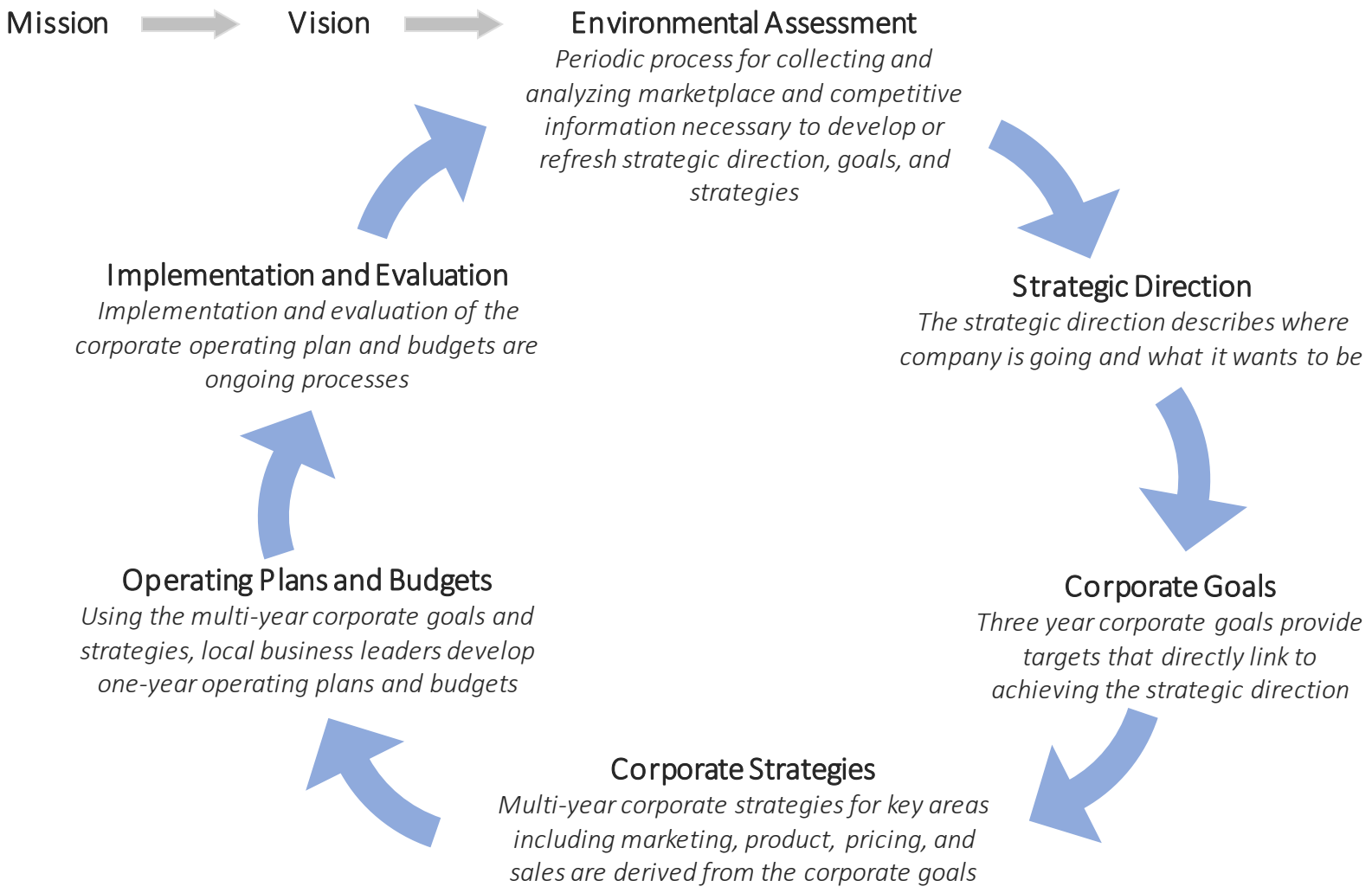
| Question | Better Question |
|---|---|
| What is the vision? | What might the organization become? |
| What are our strengths? | Are our strategic resources organized appropriately? |
| | Where might we find new strategic resources that will give us capability and power that we do not have? |

*How to Think Strategically*, Greg Githens

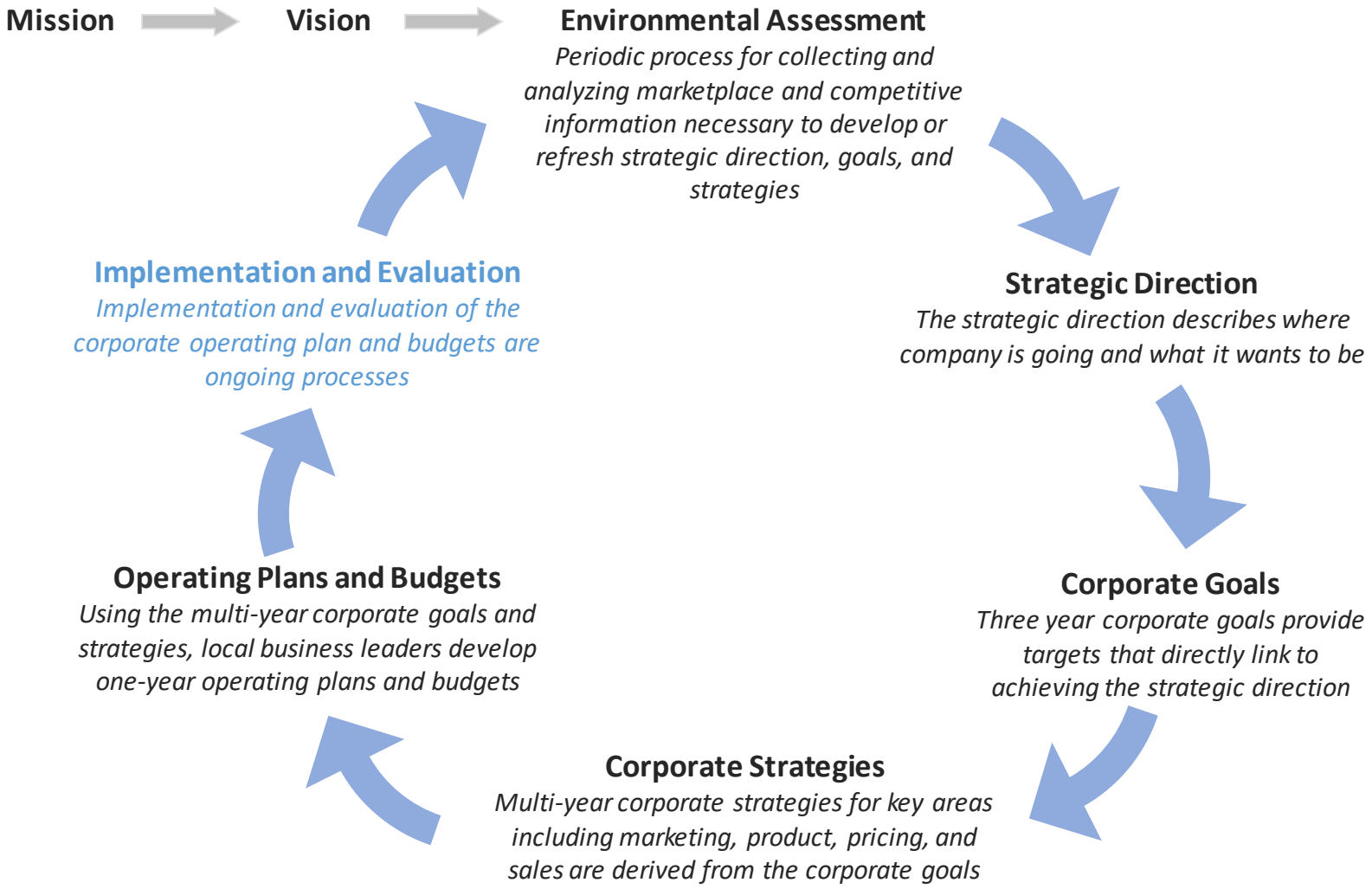
| Operational Thinking | Strategic Thinking |
|---|---|
| Quantitative,<br>Short-term point of view | Qualitative,<br>Long-term point of view |
| Narrow framing | Broad framing |
| Decentralized, expediting | Centralized,<br>Major systems change |
| Harmony, execution, continuous improvement | Transformation,<br>Success in Future |
| Run the business | Change the business |
| Financially driven business case | Opportunity-driven business cases |




LoizosHeracleous:
Strategic Thinking or Strategic Planning


Mission
Vision
Environmental Assessment
Periodic process for collecting and analyzing marketplace and competitive information necessary to develop or refresh strategic direction, goals, and strategies
Strategic Direction
The strategic direction describes where company is going and what it wants to be
Corporate Goals
Three year corporate goals provide targets that directly link to achieving the strategic direction
Corporate Strategies
Multi-year corporate strategies for key areas including marketing, product, pricing, and sales are derived from the corporate goals
Operating Plans and Budgets
Using the multi-year corporate goals and strategies, local business leaders develop one-year operating plans and budgets
Implementation and Evaluation
Implementation and evaluation of the corporate operating plan and budgets are ongoing processes

# A TRADITIONAL MODEL



We Believe
We Choose
We Do

- Change causes disruption
- There is an emotional journey through change for anyone asked to implement it or live with it
- People don't resist change
- The path of change is unknown and unpredictable

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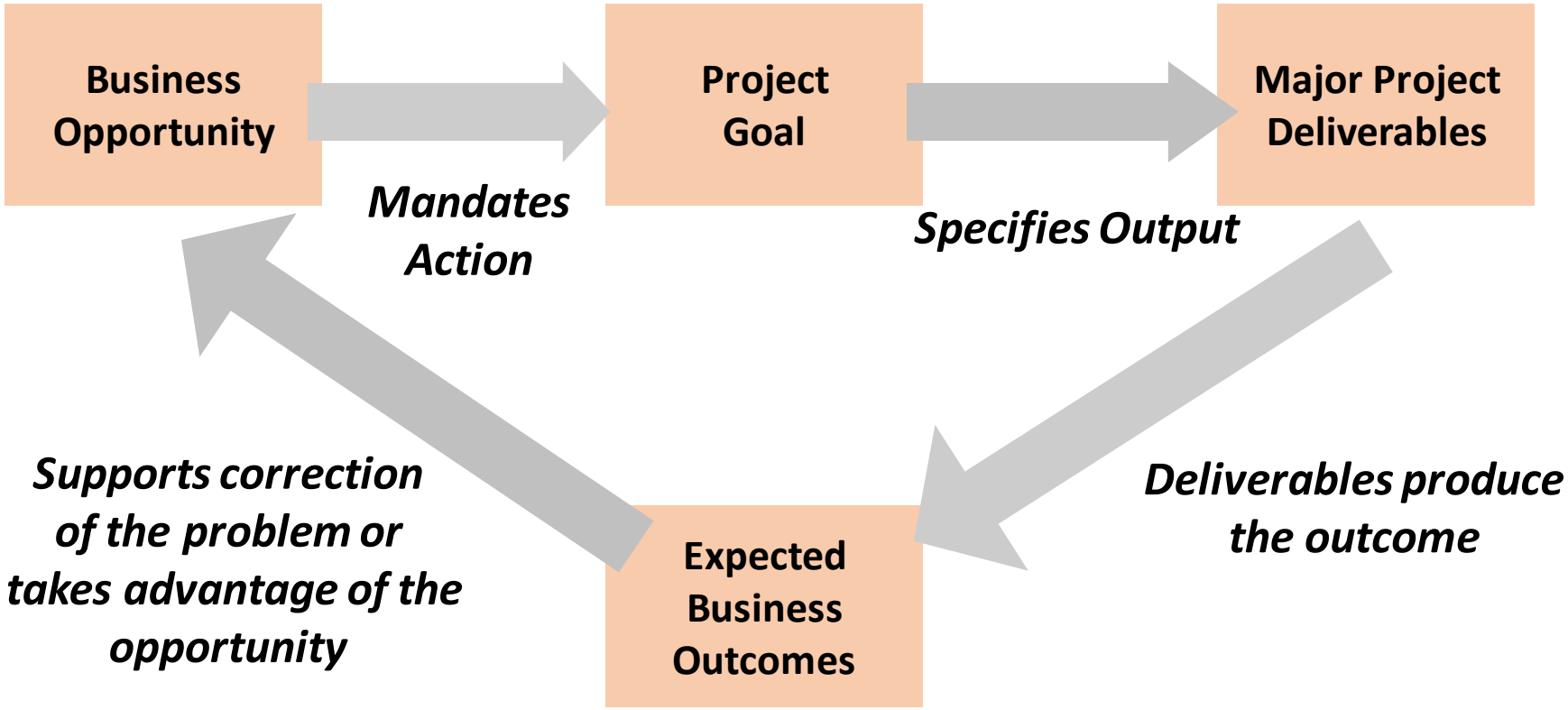
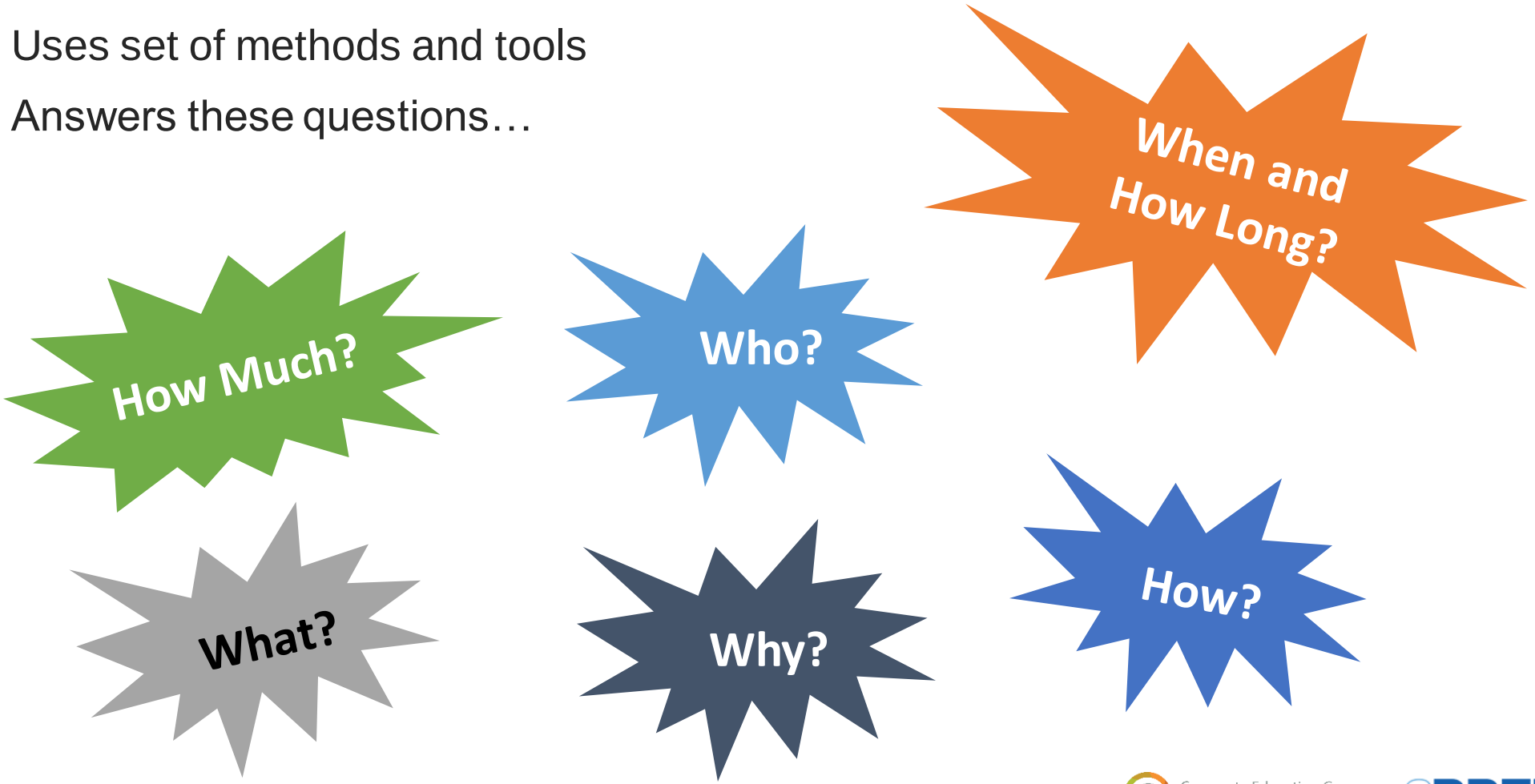
## Relationships– Alignment



- Repeatable process to manage work
- Uses set of methods and tools
- Answers these questions…

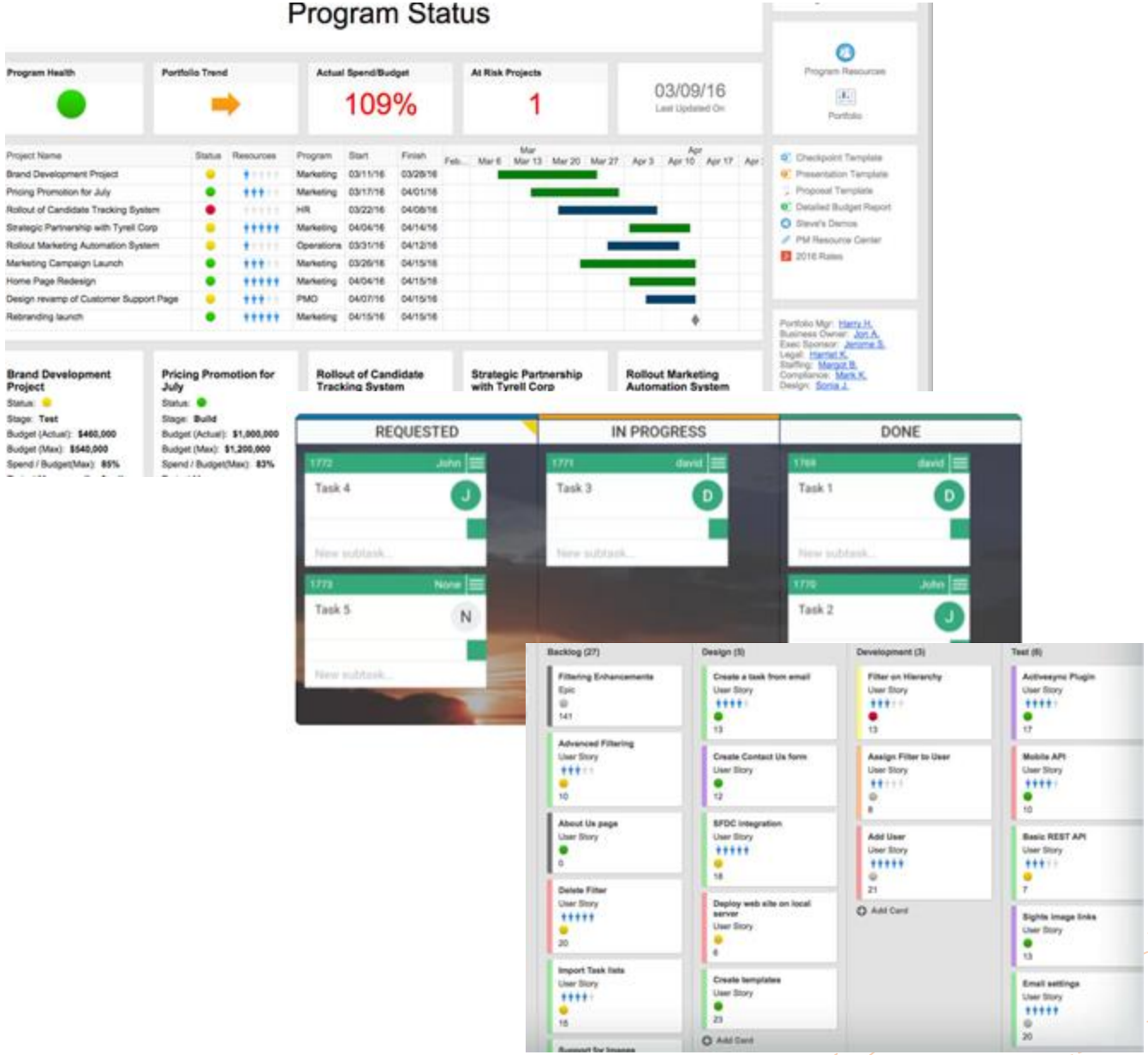


# Best Practice:
## Create the Plan

# Best Practice:
## Get What You Need

# Best Practice:
## Simple Toolbox

# Best Practice:
## Keep the Story Alive

# Best Practice

## Be Transparent