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ina That Powers Performance

PPEL

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- 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



SEEING THE VISION AND MAKING IT REAL









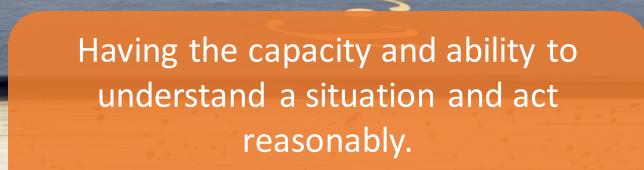
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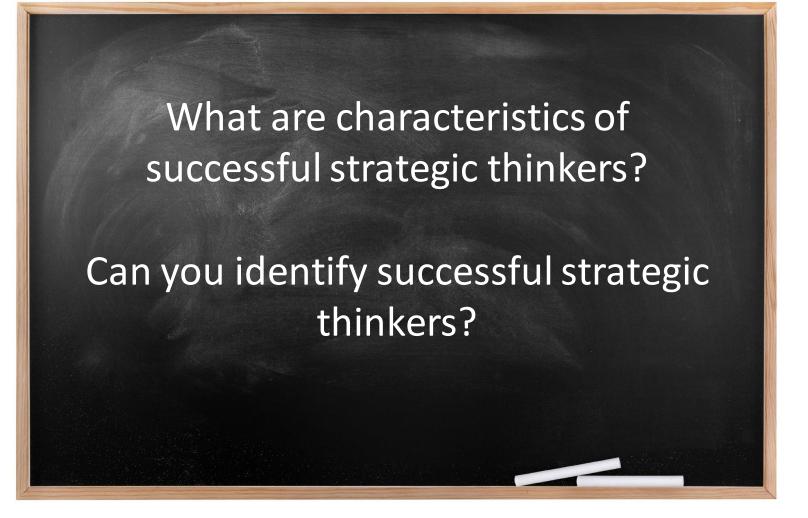


How to Think Strategically, Greg Githens















- 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"

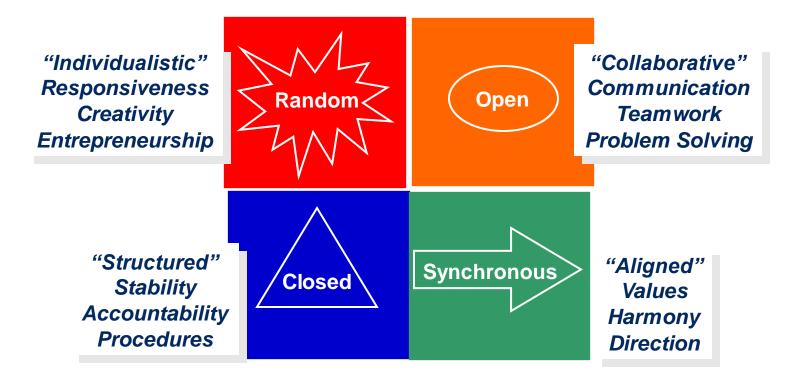




- Organizational culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions.
- Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people 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

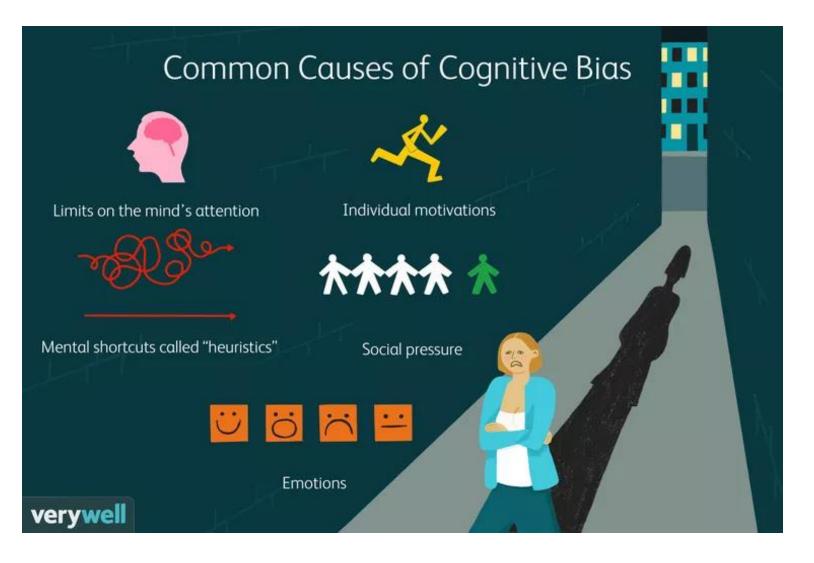
Ask simple questions

05

Open yourself to new possibilities













CHAT ACTIVITY







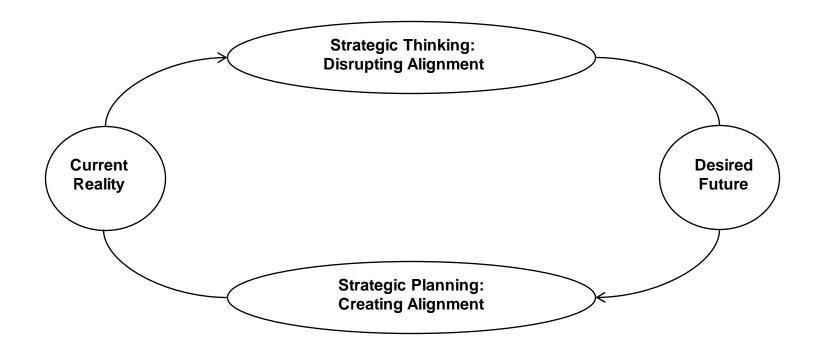
Strategy is a specialized tool used to advance the interests of the organizations by managing issues that have a broad and long-term impact.

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.

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

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• A budget

KNOWLEDGE

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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?"					

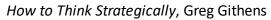
"A better strategy can be generated if answers are found to quality questions, rather than quality solutions found for poorly posed questions."

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?



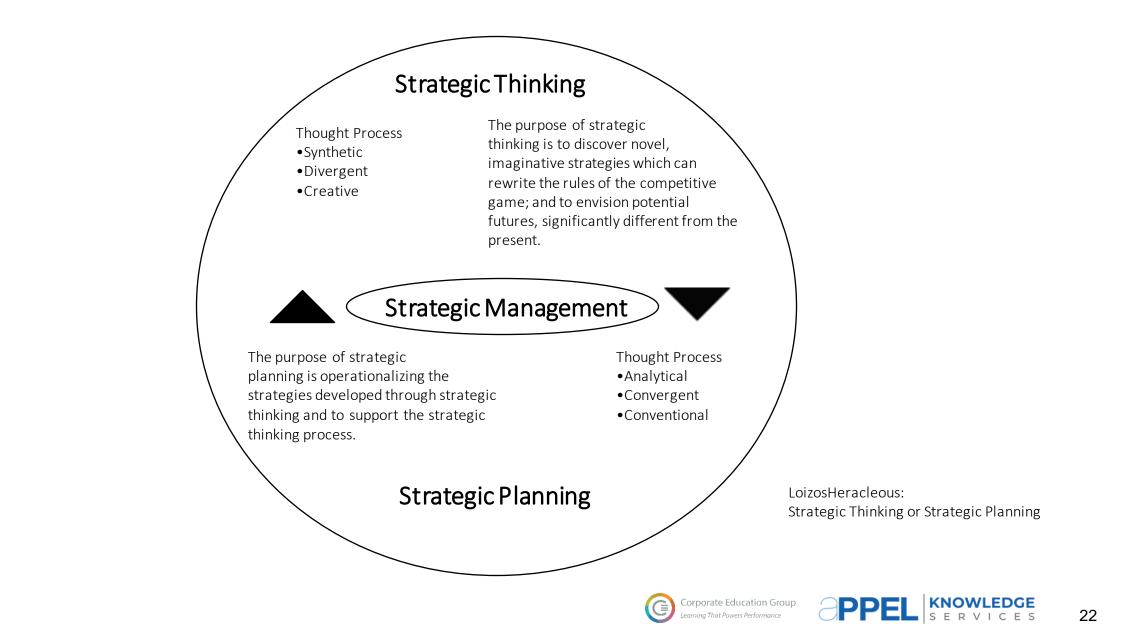


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Operational Thinking	Strategic Thinking
Quantitative, Short-term point of view	Qualitative, Long-term point of view
Narrow framing	Broad framing
Decentralized, expediting	Centralized, Major systems change
Harmony, execution, continuous improvement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







Environmental Assessment

Periodic process for collecting and analyzing marketplace and competitive information necessary to develop or refresh strategic direction, goals, and strategies

Implementation and Evaluation

Vision

Mission

Implementation and evaluation of the corporate operating plan and budgets are ongoing processes



Operating Plans and Budgets Using the multi-year corporate goals and

strategies, local business leaders develop one-year operating plans and budgets



Corporate Strategies

Multi-year corporate strategies for key areas including marketing, product, pricing, and sales are derived from the corporate goals

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





A TRADITIONAL MODEL

Mission

Vision

Environmental Assessment

Periodic process for collecting and analyzing marketplace and competitive information necessary to develop or refresh strategic direction, goals, and strategies

Implementation and Evaluation

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Operating Plans and Budgets

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Corporate Goals

Three year corporate goals provide targets that directly link to achieving the strategic direction













- 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





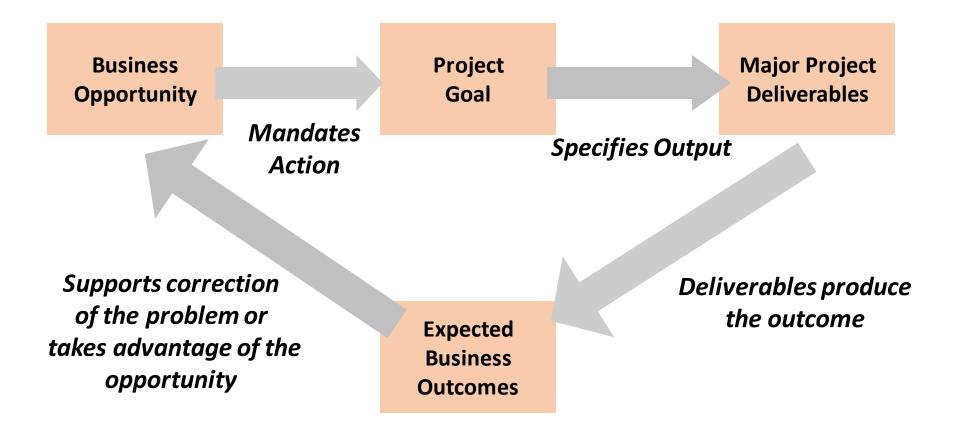
Involve the organization and its people in a new, different, future state.

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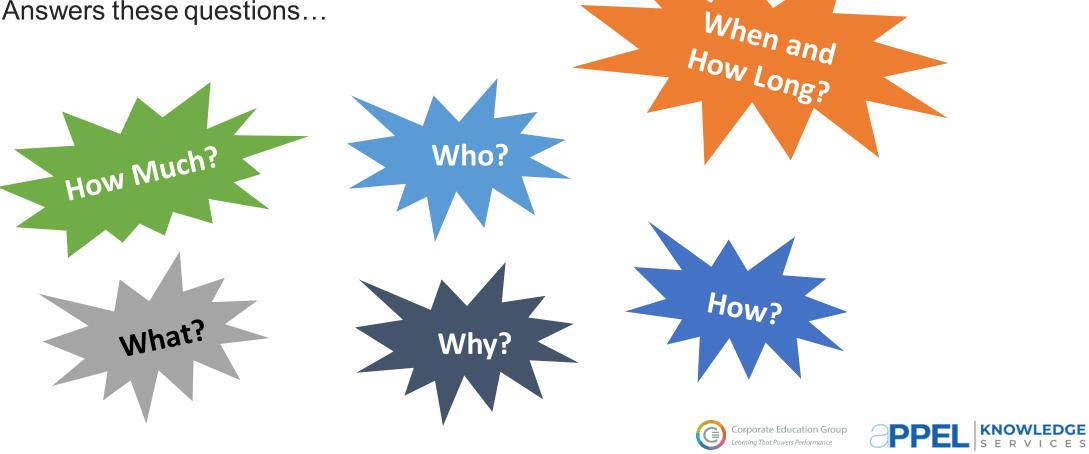


Relationships – Alignment





- 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

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