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### Consultant and Trainer Corporate Education Group

International speaker in project management and impactful storyteller

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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<sup>™</sup> 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









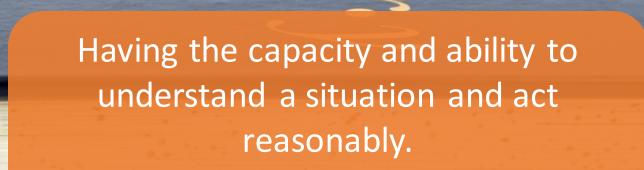
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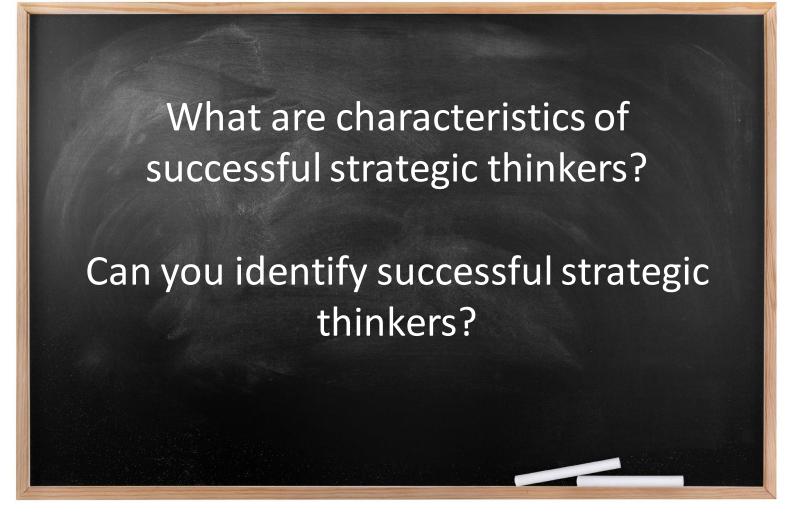


How to Think Strategically, Greg Githens















- 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"

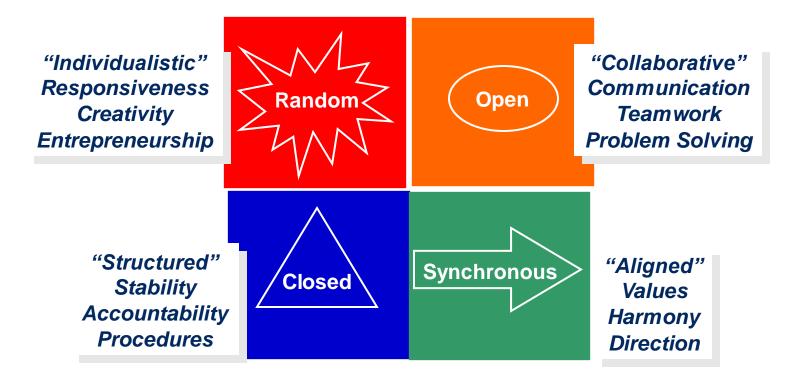




- Organizational culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions.
- Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people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







Based on the Kantor System Typology and Communicational Domains<sup>™</sup> - 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

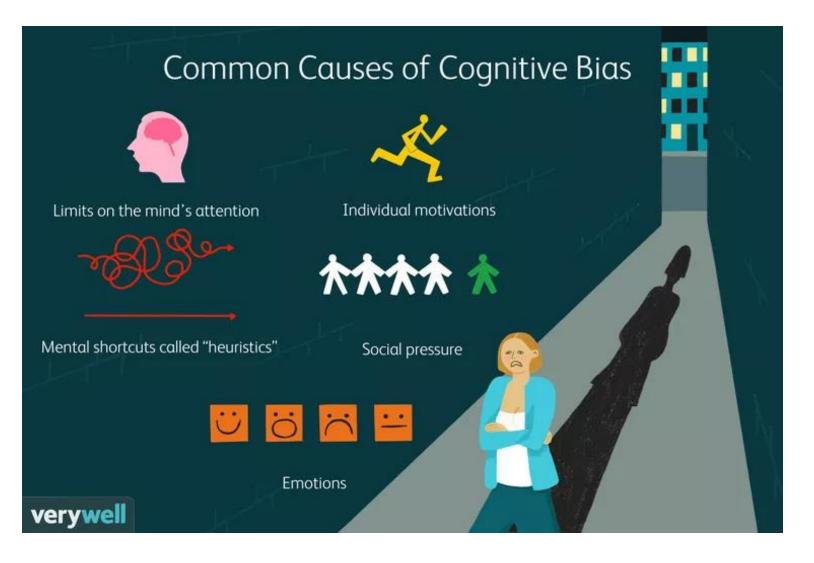
Ask simple questions

05

Open yourself to new possibilities













#### CHAT ACTIVITY







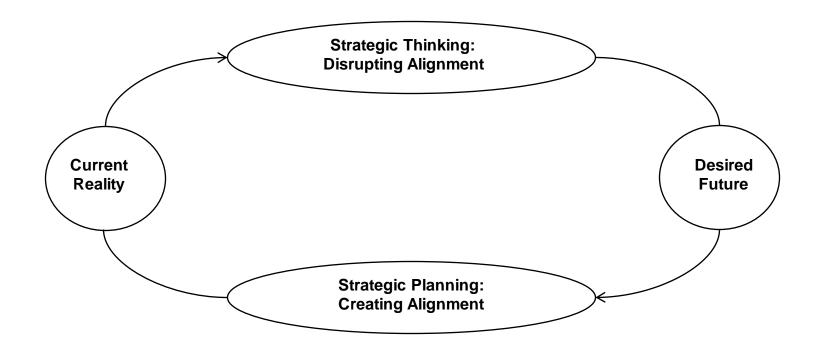
Strategy is a specialized tool used to advance the interests of the organizations by managing issues that have a broad and long-term impact.

*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

*PPEL* 

• 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?"      |  |  |  |  |  |

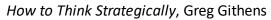
"A better strategy can be generated if answers are found to quality questions, rather than quality solutions found for poorly posed questions."

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.<br>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? |



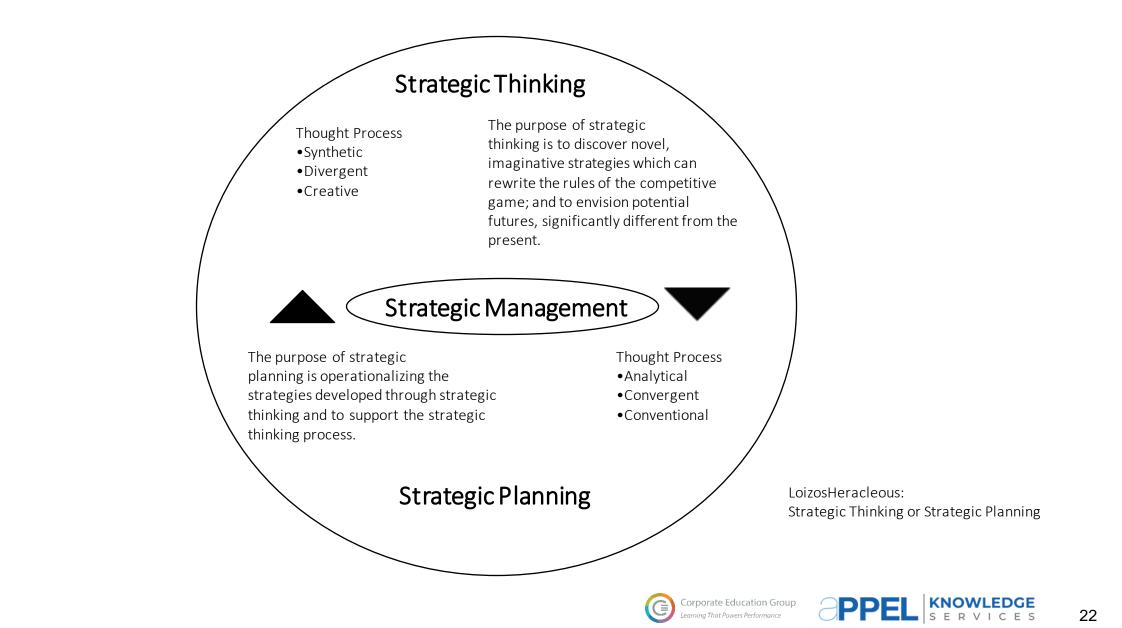


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| Operational Thinking                       | Strategic Thinking                      |
|--|---|
| Quantitative,<br>Short-term point of view  | Qualitative,<br>Long-term point of view |
| Narrow framing                             | Broad framing                           |
| 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       |







#### 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**

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



#### **Operating Plans and Budgets**

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#### **Corporate Strategies**

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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





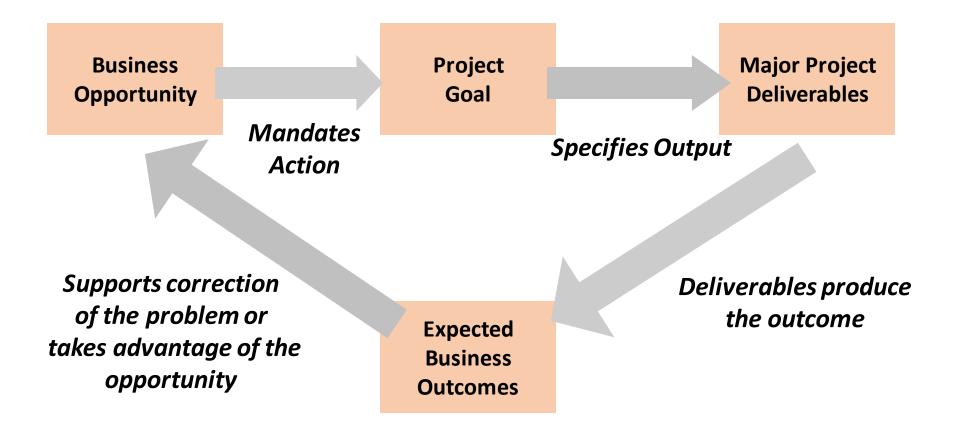
Involve the organization and its people in a new, different, future state.

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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**

|   |                               |                                | Program   | n Stat   | us                               |  |                             |   | -  | _  |   |
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