

Strategic Thinking™

Leadership Practices for Innovative Organizations

Dynamic, innovative organizations require leaders at all levels who can think critically, anticipate issues, solve problems, and make decisions based on new and emerging information while keeping the long-term vision in mind. Change is a constant and leaders can no longer afford the luxury of treating strategic thinking as part of an occasional event—it must become part of their daily practice. Using a variety of tools, **Strategic Thinking™** will help you develop your thinking about an important challenge or opportunity in your own organization. You will become more aware of any biases or assumptions that stand in the way of achieving results. You will identify and apply systems thinking, critical thinking, and creative thinking in the context of Strategic Thinking to a problem or opportunity you currently face. You will plan for including and influencing stakeholders in making and implementing critical decisions. Using approaches developed in several areas of study, you will become a more future-focused leader.



Objectives and Outcomes:

As a participant, you will be able to:

- Define strategic, systems, creative, and critical thinking
- Identify aspects of strategic thinking you currently use and those you under-use
- Identify organizational and individual barriers to strategic thinking
- Identify current issues that require strategic thinking
- Ask questions that stimulate strategic thinking in oneself and others
- Apply strategic thinking tools to an important current issue
- Develop approaches to help stakeholders think and act strategically
- Identify other thinking tools to be learned in the future.

Who Should Participate?

- Leaders, managers, team members, and individual contributors whose work has an impact on the organization's future.

Course Outline



- Introduction and Overview
 - Establish an appropriate climate for learning and clarify expectations
- Definitions and Positioning
 - Define and position key concepts
- The Big Picture: Considering the System
 - Identify and communicate to others key components of your organizational system
- Strategic Thinking Process Model
 - Identify specific practices which are elements of strategic thinking
- Define the Challenge
 - Use the process to frame a problem to work on during class
- Map the Territory
 - Create a mental map of the system surrounding a problem or issue
- Identify Strategic Opportunities
 - Find leverage points for approaching the problem
- Craft a Strategic Vision
 - Create and communicate a vision in order to gain others' support
- Uncover and Test Assumptions and Mental Models
 - Identify and test limiting assumptions
- Develop and Explore Scenarios
 - Create a basic set of scenarios and identify action steps
- Generate Ideas
 - Apply one or more creative thinking tools to a problem and harvest useful ideas
- Make Decisions and Take Action
 - Apply critical thinking skills to alternative options
 - Clarify roles of key stakeholders in the decision process
- Learning and Strategy
 - Institute organizational processes that collect and communicate learning
- Next Steps and Closing
 - Present and critique action plans and identify practices that encourage strategic thinking.



Strategic Thinking™ is also available as online learning .