

Seeing the Vision and Making It Real

How to Think Strategically and Deliver Results



Corporate Education Group
Learning That Powers Performance



NASA_APPEL



NASAappel

Meet Your Facilitator



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

Today's Focus



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

Keep It Simple to Be Successful

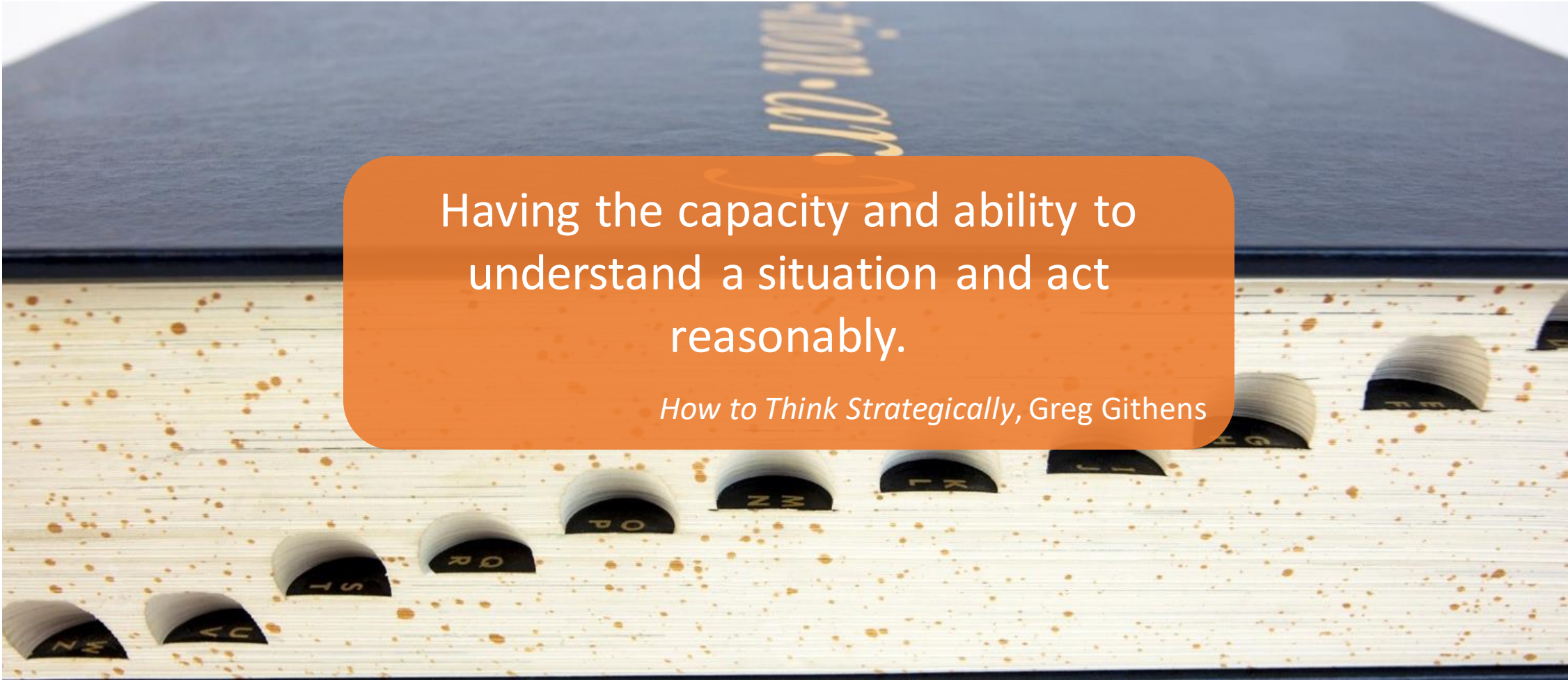


What Is Strategic Thinking?



Are you strategic?

Strategic Thinking



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

How to Think Strategically, Greg Githens

Strategic Thinkers

What are characteristics of
successful strategic thinkers?

Can you identify successful strategic
thinkers?

3 + 7 = Successful Practices

- 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 Do We Overlook?

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*

Empty the Mind of Preconceptions

01

Let go of rigid distinctions of what is right and wrong

02

Eliminate expectations of what will happen

03

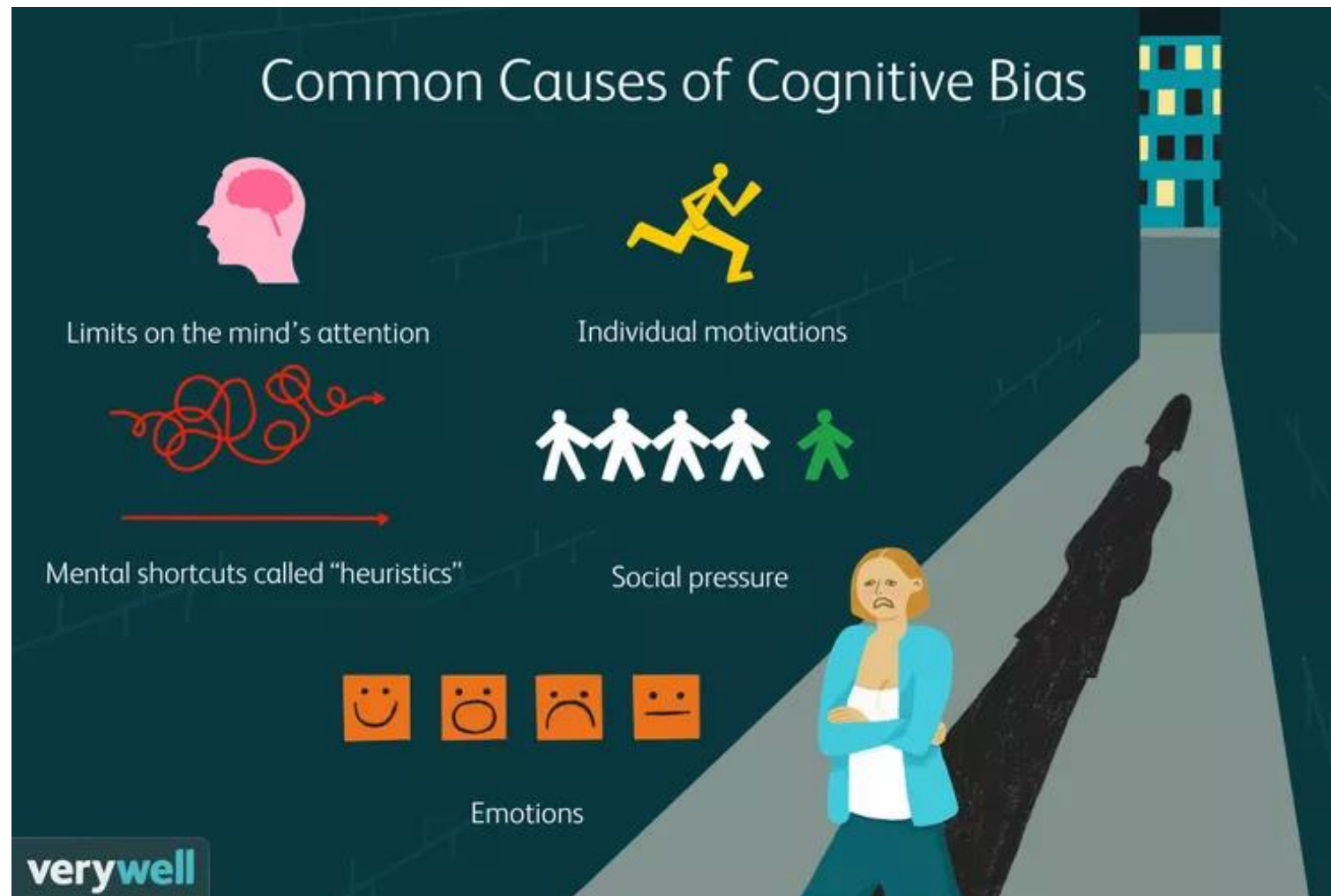
Fill yourself with curiosity to understand more deeply

04

Ask simple questions

05

Open yourself to new possibilities




What Is Strategy?



What is strategy?

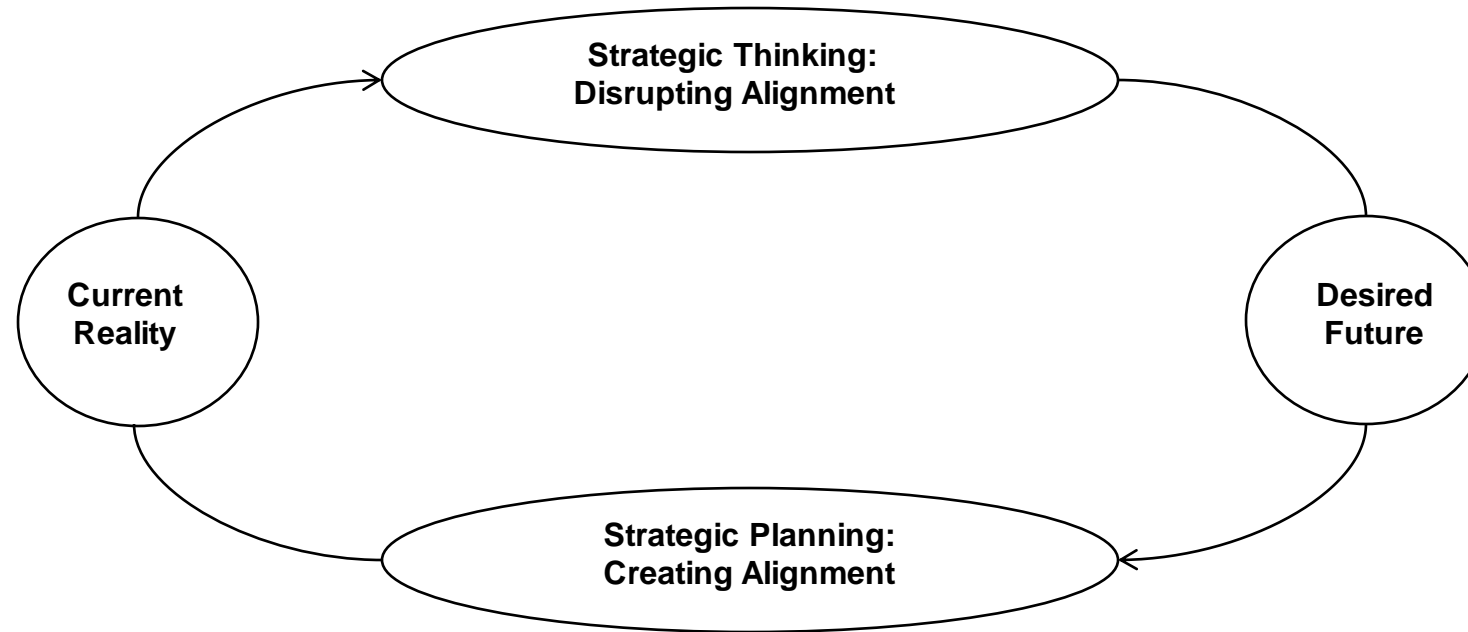
What Is Strategy?



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

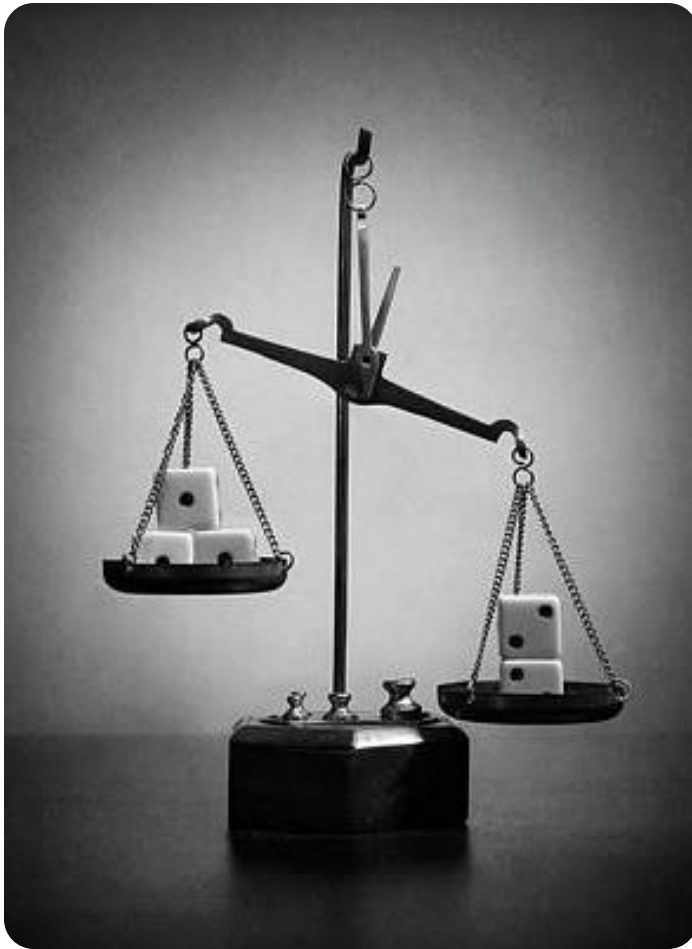
How to Think Strategically, Greg Githens

Strategy-Making



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

Good Strategy, Bad Strategy



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

VS.

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

It's All About the Questions

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

The Betterment Technique

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.

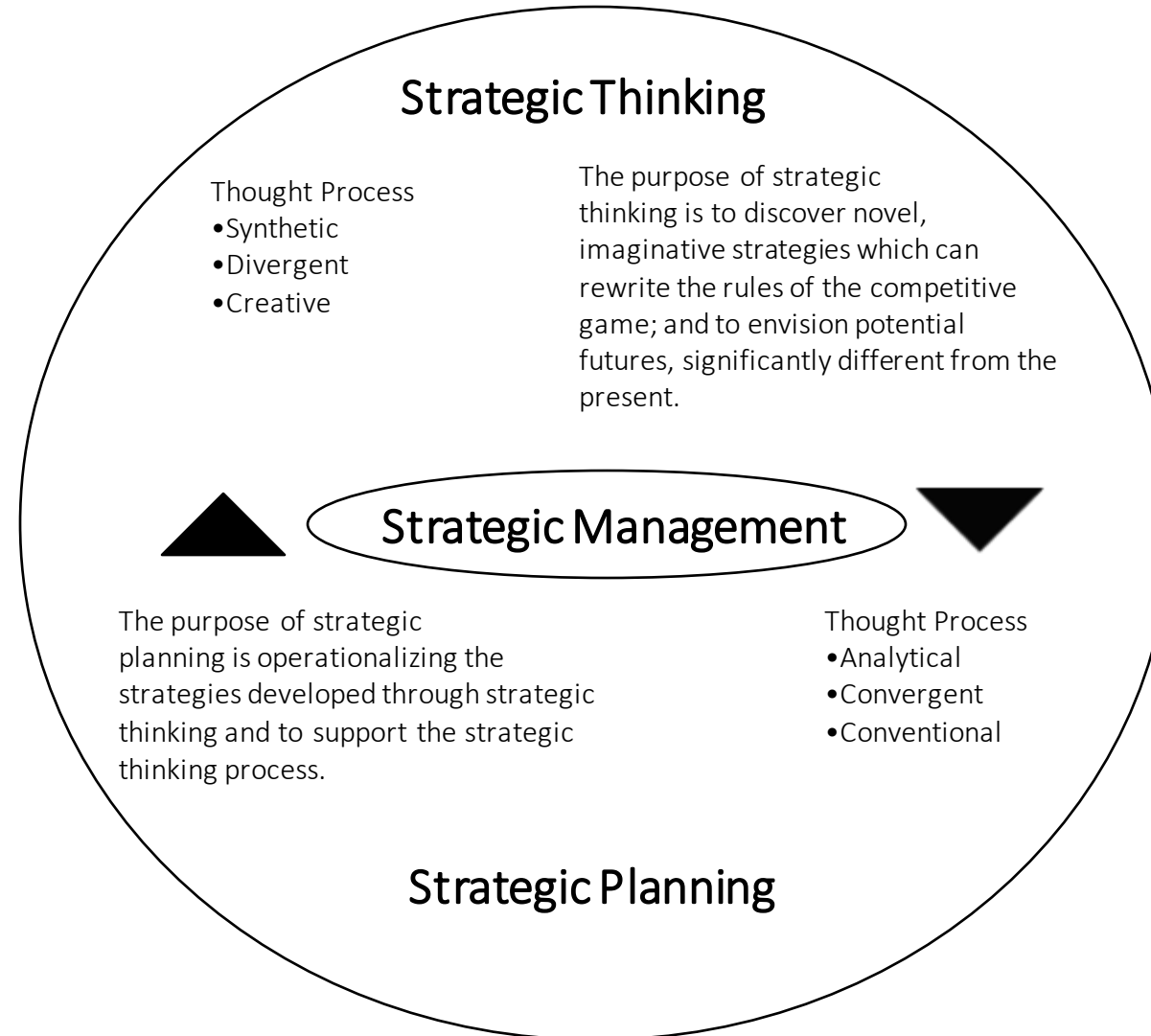
Question	Better Question
What is the vision?	What might the organization become?
What are our strengths?	Are our strategic resources organized appropriately?
	Where might we find new strategic resources that will give us capability and power that we do not have?

How to Think Strategically, Greg Githens

Operational vs. Strategic Thinking

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

Strategy Management



LoizosHeracleous:
Strategic Thinking or Strategic Planning

A Traditional Model



A TRADITIONAL MODEL





Leading Change



- 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

The Story

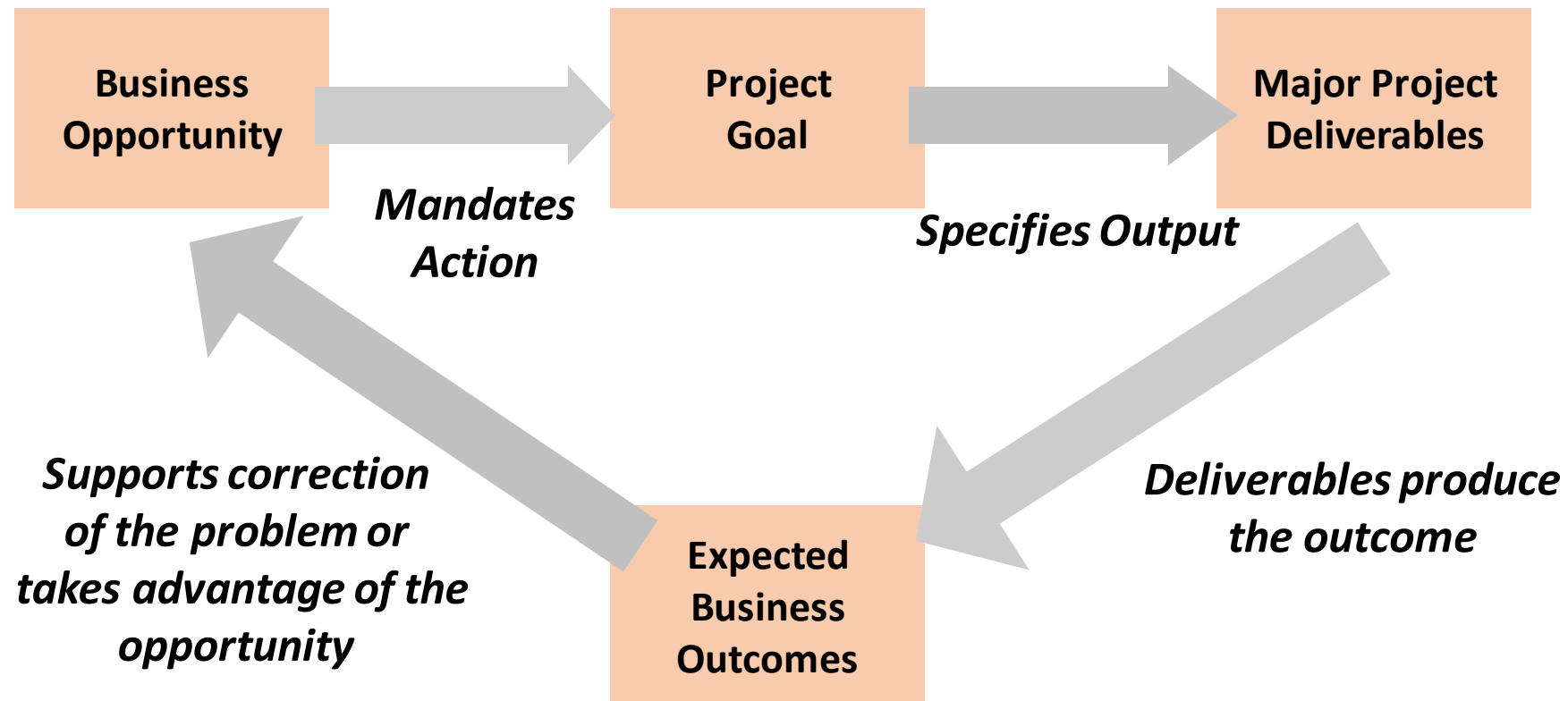


Involve the organization and its people
in a new, different, future state.

[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)

An Exciting Story

Relationships– Alignment



The Change Story

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



How Much?



Who?



**When and
How Long?**



What?

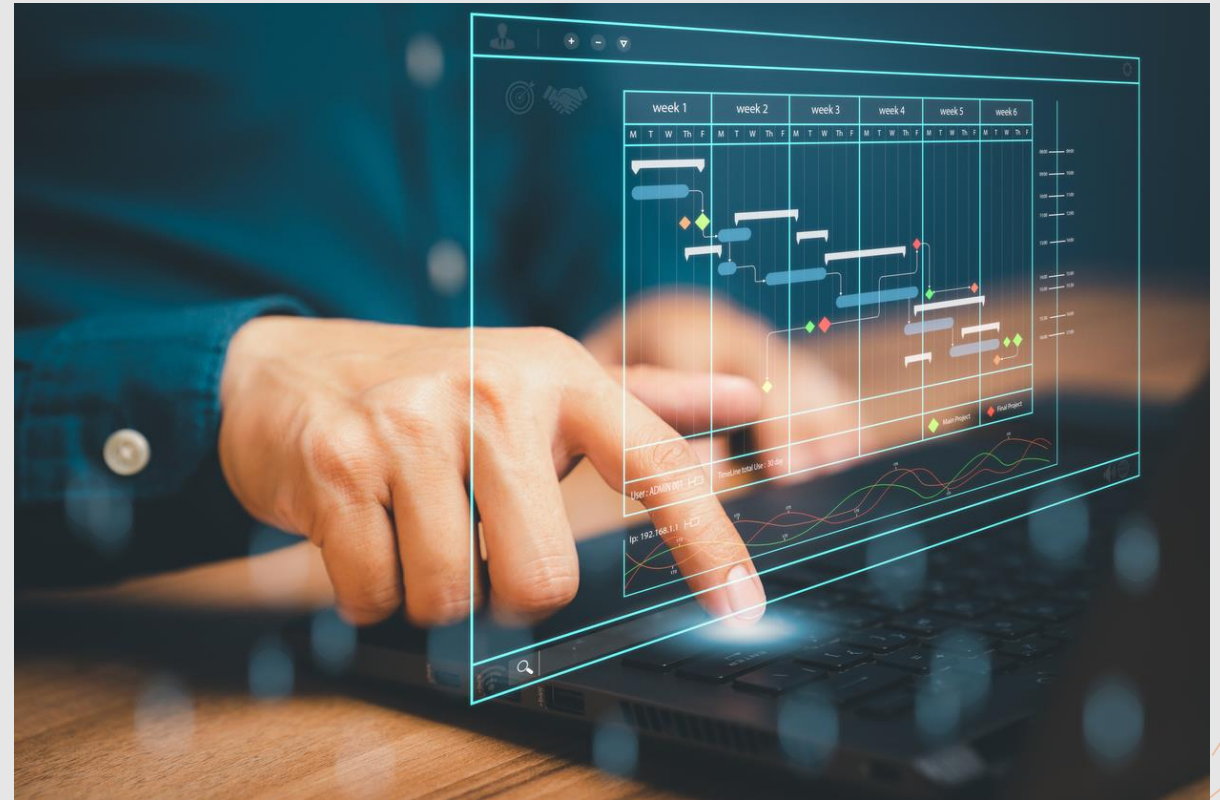


Why?



How?

Best Practice: Create the Plan



Best Practice: Get What You Need



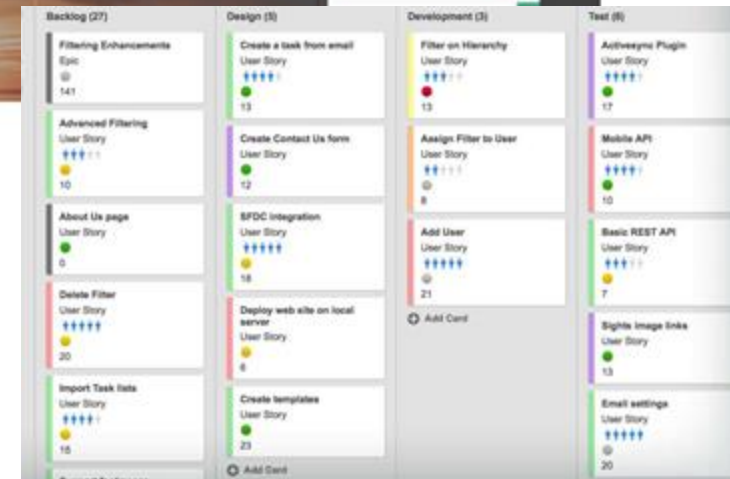
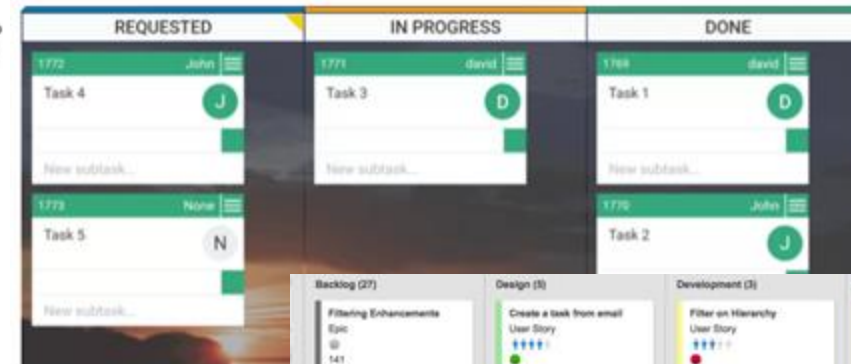
Best Practice: Simple Toolbox



Best Practice: Keep the Story Alive



Best Practice Be Transparent





What Questions Do You Have?

