



Strategic Thinking™

Leadership Practices for Innovative Organizations



Dynamic and innovative organizations require leaders at all levels who can think strategically, anticipate issues, solve problems, and make decisions based on new and emerging information while keeping the long-term vision in mind.

In this workshop, you will have the opportunity to work with a variety of tools, applying them to an important challenge or opportunity in your own organization. You will develop greater awareness of your own biases and assumptions that may stand in the way of achieving results. You will learn how and when to apply different types of thinking—systems thinking, critical thinking, and creative thinking—to a problem or opportunity and how to work with stakeholders to make and implement decisions.

Objectives and Outcomes:

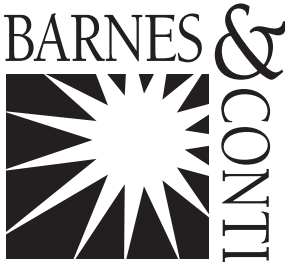
Participants will:

- 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 which require strategic thinking
- Ask questions that stimulate strategic thinking in yourself and others
- Apply strategic thinking tools to an important current issue
- Develop approaches to help stakeholders think and act strategically
- Identify other tools which you can learn and apply in the future

Who Should Participate?

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

This program is part of the Barnes & Conti Leadership Series.



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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