DESIGNING LEADERS
Great Leadership Only Happens by Design

STRATEGIC THINKING
Building Long-Term Value for the Business

Traditional corporate cultures encourage people to focus on their own specific objectives rather than on the success of the larger business. Even when pay increments and bonuses are based in part on the company's performance, the majority of the criteria typically come from meeting individual KPIs. The message is clear: focus on your own small piece of the company, rather than on the company as a whole.

That needs to change.

Opportunities and challenges emerge at a faster pace than ever before. It is not just technology companies that are experiencing dramatic changes; even industries like banking are facing new kinds of challenges, from small fintech startups and from established giants like Apple and Alibaba. Companies need a plan for the future while being flexible enough to change that plan quickly and achieve their goal by different means. That demands a new kind of thinking and working by employees throughout the entire organization, who can find innovative ways to add to the company's business value in an ever-changing world.

This session helps to change mindsets and build skills to enable strategic thinking. It is suitable for members of a team that work together regularly, or for managers from multiple functions who need their employees to work across internal boundaries to support the overall enterprise. The workshop addresses four key questions, and participants leave with the ability to create new habits and routines that will help them develop a strategic mindset.

WHAT IS STRATEGIC THINKING?
We will evaluate the difference between a long-term approach to overall business success in a changing market, and the much more common short-term, narrow thinking that we often see today. Before we can think strategically, we need to know what strategic thinking is.

WHAT IS OUR STRATEGIC ENVIRONMENT?
To find ways for the business to succeed in its environment, employees need to actually understand what the business does and how it defines success. We will discuss revenue streams, customers, competitors, technologies, regulatory structures, and other factors shaping the world in which the business competes.

WHAT DOES IT TAKE TO THINK STRATEGICALLY?
Since no one has a crystal ball to see the future, how can we actually plan for the future? How do we get the vision, knowledge, and agility that support strategic thinking? We will identify what it takes to focus on long-term business success, in a way that is appropriate for the company.

WHAT DO WE NEED TO DO DIFFERENTLY?
How do we get from working the way we work now to the way we want to work? We will examine changes that need to be made in terms of skill development, policies and processes, recruiting, leadership styles, and other factors that create a culture where strategic thinking is the norm.