

# Winning the Long Game: Developing Strategic Leadership

Philadelphia, Geneva, London

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See the world differently

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## Your Panelists Today

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**Steve Krupp**



**Sarah Schwab**



**Charles Macdonald**



# What do these organizations have in common? DSI



LEHMAN BROTHERS



WOOLWORTHS



# Why do great organizations fail?

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- Not adapting as the **customer changes**
- Trapped in **yesterday's** business models
- Insufficient attention to **weak signals**
- Biases of internal **decision processes**
- Wrong **incentives**: short-term & risk averse
- Corporate **arrogance** and **hubris**
- Lack of **vision** and **risk-taking**



**LACK OF STRATEGIC LEADERSHIP**

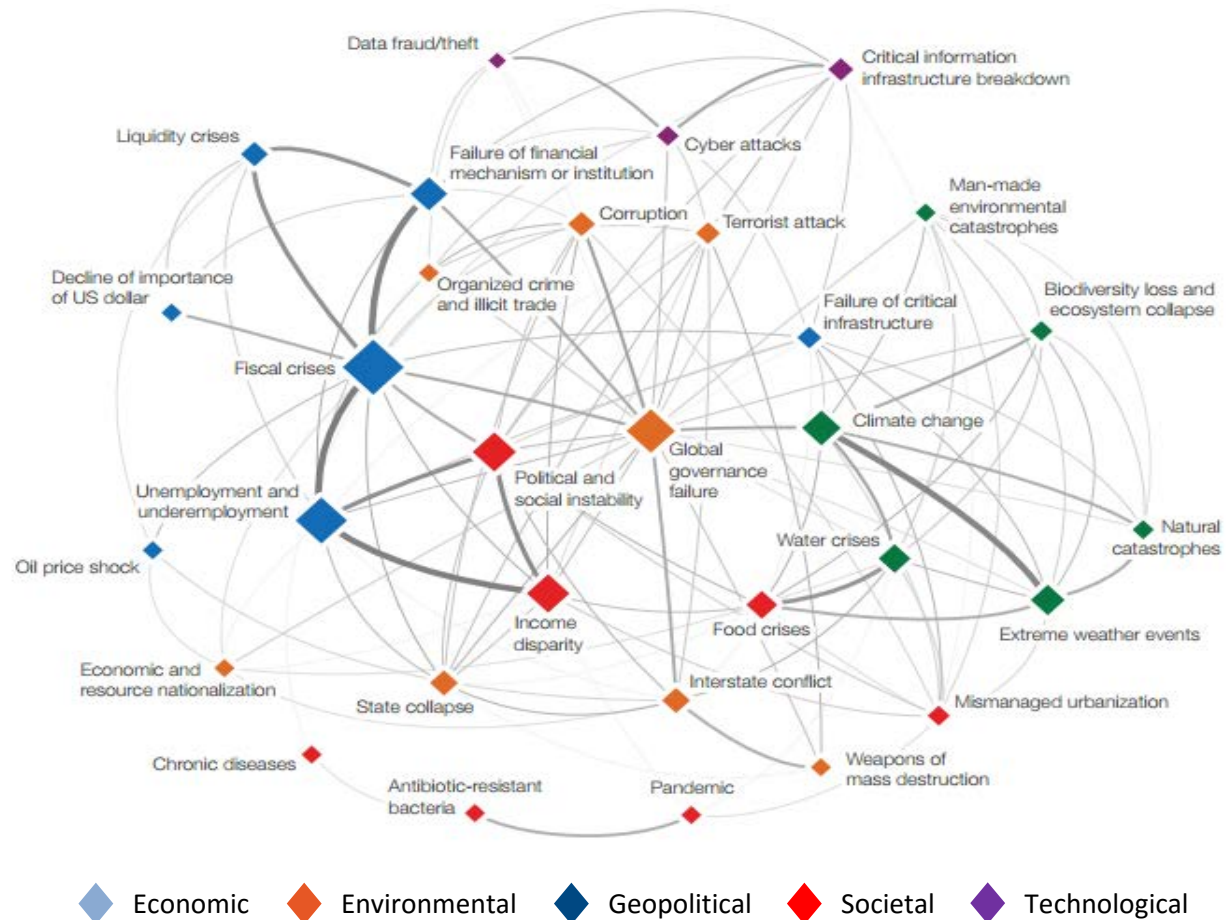
# We Operate in a VUCA world

**VOLATILE**—The nature, speed, volume, magnitude, and dynamics of change

**UNCERTAIN**—The lack of predictability of issues and events

**COMPLEX**—The confounding of issues and the chaos the surround any organisation

**AMBIGUOUS**—The haziness of reality and the mixed meanings of conditions



Source: Global Risks 2014, World Economic Forum



**Strategic thinking is cited as the #1 gap in leadership today**

**97% of leaders say that strategic thinking is most critical to future success**

**Strategic thinking is not consistently or clearly defined**

**Strategic thinking does not improve without development**

# **The Strategic Thinking Imperative**

# Accelerating Strategic Thinking

Six Strategic Thinking disciplines to succeed in a VUCA world:



## Anticipate

Proactively monitor the market environment and changes inside and outside your industry

## Decide

Seek multiple options to ensure flexible decision-making

## Challenge

Question organizational and industry-wide assumptions that others take for granted

## Align

Engage stakeholders to understand change readiness, manage differences and create buy-in

## Interpret

Connect multiple data points in new and insightful ways to make sense of complex, ambiguous situations

## Learn

Continuously reflect on successes and failures to improve performance and decision-making



## Accelerating Strategic Thinking

Six Strategic Thinking disciplines to succeed in a VUCA world:



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**Envision:**

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Setting a clear and compelling vision to guide strategic decisions

**INDIVIDUAL  
DEVELOPMENT**



**TEAM  
DEVELOPMENT**



**ORGANIZATIONAL  
DEVELOPMENT**



## INDIVIDUAL DEVELOPMENT



How can Strategic thinking help leaders deal with resistance during mergers / integrations / corporate restructures?

What tools/Training/Coaching should be given to executives to support them during M&A?

## INDIVIDUAL DEVELOPMENT



In your book, you write about the gift of not knowing. I'm always wondering how to maintain the fresh perspective of a beginner and combine it with the knowledge of a seasoned designer or experienced leader. What do you think is a way to find this balance? Any other thoughts on that?

## INDIVIDUAL DEVELOPMENT



Business leaders I talk to understand what strategy is, they recognise that they have to take onboard new information and adjust accordingly, they even acknowledge that debate and challenge is good - until they are back at work and cannot change their habit of acting on instinct and feeding off their invincibility bias. There are two worlds; the intellectual and the practical. How do you convince them of the importance to identify key strategic issues and take the time to reflect on what might be, instead of repeating lessons past learned?

## INDIVIDUAL DEVELOPMENT



How would you advise leaders I work with who claim they have no time to do long term, strategic thinking?

## INDIVIDUAL DEVELOPMENT



If a leader is not involved in setting strategy, how if this relevant to them?



## TEAM DEVELOPMENT

Apart from training and coaching, what else can a manager do for underperforming and unproductive salespeople?





## TEAM DEVELOPMENT

How can I get my whole team thinking and acting more strategically? How can I share with someone on my team that they need to think more strategically?

## ORGANIZATIONAL DEVELOPMENT



I'm always on the outlook for ways how my role (e.g. design, finance, IT) can play a major role in the strategic development of an organization. Do you have thoughts on that?

## ORGANIZATIONAL DEVELOPMENT



Are the 6 strategic leadership disciplines applied in the sequential order in which they are depicted in the book during strategy development?

## ORGANIZATIONAL DEVELOPMENT



How does the individual leader or organization balance long and short term thinking when there is so much pressure on quarter to quarter results?

# Every Day Tips for Improving Strategic Thinking

## ANTICIPATE

Gather information from a wide network of sources to identify potential disruptors to your business.



## DECIDE

Commit to evaluating multiple options when making complex decisions.



## CHALLENGE

Foster debate on your team to question long-standing assumptions others take for granted.



## ALIGN

Build a stakeholder map to understand diverse views and how to bridge differences.



## INTERPRET

Actively search for disconfirming evidence that could prove your theory wrong.



## LEARN

Commit to consistent after-action reviews to gain insights from past successes and failures.



## Next Steps

### Individual Assessment to Diagnose Key Gaps & Prioritize Development Focus

**Strategic Aptitude Assessment**

The Strategic Thinking framework uniquely distills the capability into its core elements with concrete behaviors under each discipline. These behaviours are measured through DSI's Strategic Aptitude Assessment, which pinpoints areas of strength and weakness.

**Sample Report**

Strategic Thinking Discipline	Strategic Thinking Behavior	Score	Strength	Gap
Learn	Learn	85	85	85
	Anticipate	75	75	75
	Challenge	65	65	65
Interpret	Interpret	70	70	70
	Align	60	60	60
	Decide	50	50	50

Participants receive a comprehensive report of strength and gap area, enabling individual action plans to work through with their coaches or manager, as well as reflection during the program.

**Strategic Leadership Program**

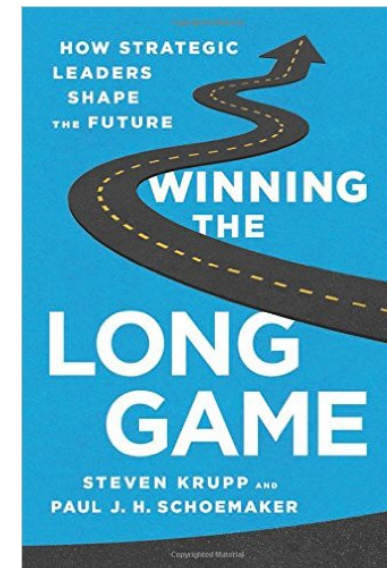
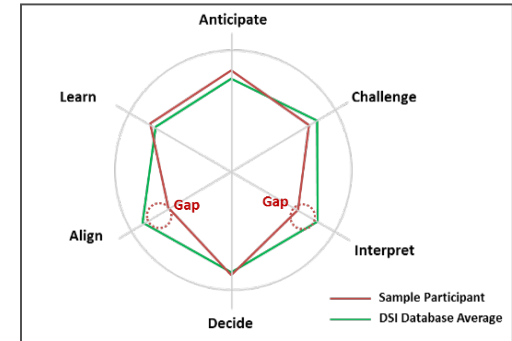
On the basis of assessment results, leaders, teams and organizations can improve this vital capability through the Strategic Leadership program modules.

**Sample Gap Chart**

The Assessment allows for self-assessment as well as assessment by others. It is best conducted as a 360 or a 180 for maximum insights.

## Next Steps

1. Take our FREE mini-version of our Strategic Aptitude assessment at <http://www.decisionstrat.com/> to help inform you on your areas of strength and weakness. Have your team take it as well!
2. Read our book *Winning the Long Game* or read our Harvard Business Review article “Strategic Leadership: The Essential Skills” at <https://hbr.org/2013/01/strategic-leadership-the-essential-skills> to better understand each discipline through other case stories as well as ways to develop each discipline
3. Introduce us! We work with CxOs, Heads of HR and L&D to improve individual and organizational strategic thinking capabilities - delighted to discuss further with you or your colleagues if your company can benefit from support in this area





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DISCUSSION SUMMARY WILL BE  
SHARED NEXT WEEK VIA EMAIL