Concept of Strategy – Developing the Mind of a Strategist

Then...getting that all important seat at the table!

Revised by: M. Larry Litwin, APR © 2007



Some Questions That Must Be Answered

1. How do I get to the table?



Some Questions That Must Be Answered

- 1. How do I get to the table?
- 2. How do I get better control of the boss?



Some Questions That Must Be Answered



- 1. How do I get to the table?
- 2. How do I get better control of the boss?
- 3. What are some of the questions I should be prepared to ask once I get there (and where is this table, anyway)? (Why do so many people want to be at the table?)

Maybe – Just Maybe –This Is The Most Important Question Of All

4. Are you willing to accept that I am going to tell you (the "boss") what you need to hear rather than what your want to hear?



Consider...

- Questions
- Ideas (Take copious notes)
- Distractions



There are two types of people

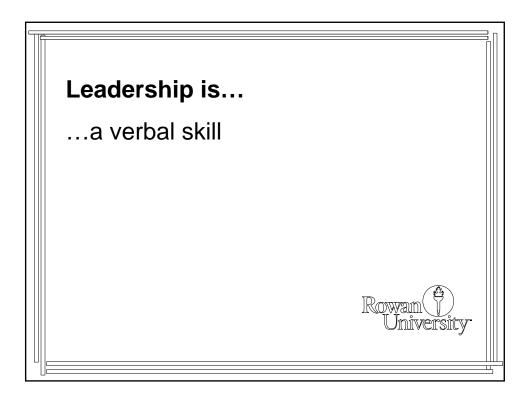
Managers – achieve goals

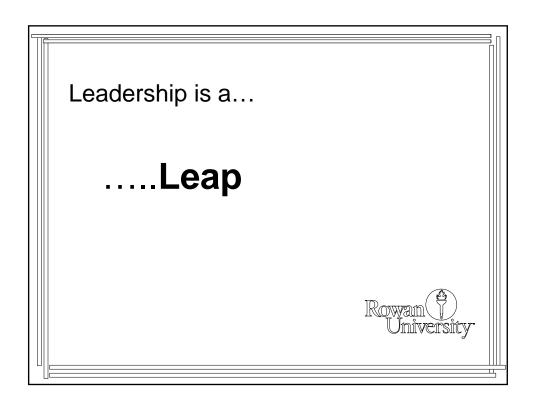


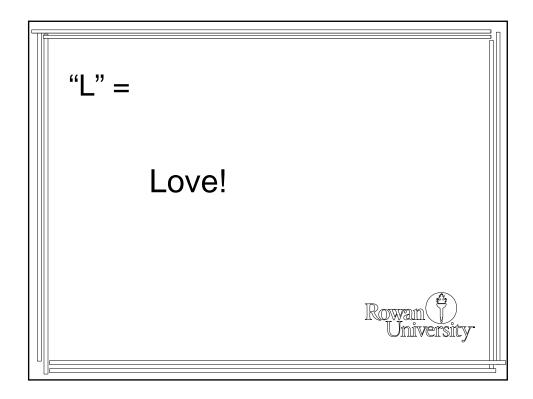
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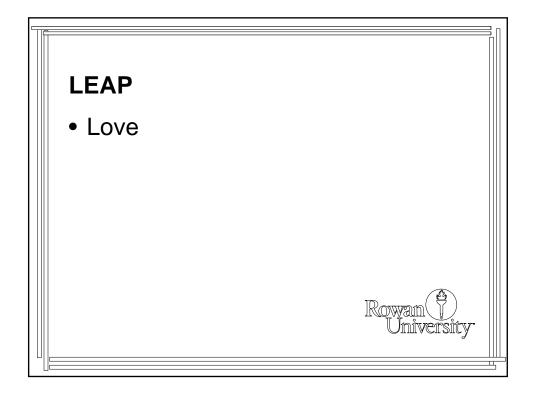
- Managers achieve goals
- Leaders go over the horizon to see what's out there



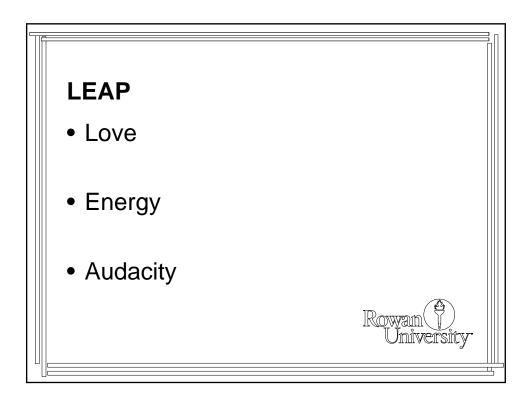




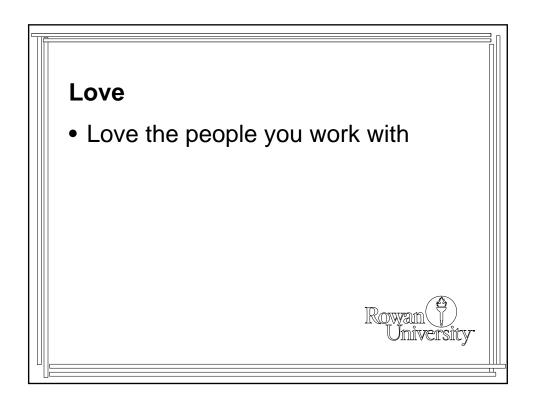




LEAP • Love • Energy Rowan University



LEAP • Love • Energy • Audacity • Proof Rowan University



Love

- Love the people you work with
- Love your profession



Love

- Love the people you work with
- Love your profession
- Love your community (ies)



Love

- Love the people you work with
- Love your profession
- Love your community (ies)
- Love kids

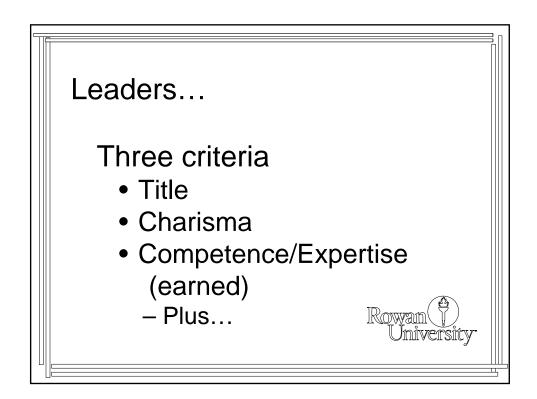


Love

- Love the people you work with
- Love your profession
- Love your community (ies)
- Love kids
- Love Leadership



Leaders... Cultivate Love Rowan University



Plus...

- Courage
- Tenacity
- Perseverence
- Mental Toughness
- (Willingness to acept)
- Responsibility



Plus...

- Excellent Communicator
- Problem Solver
- Perseverer



President Carter...

"Leaders whose messages are not changing (or reinforcing) behavior are not true leaders."

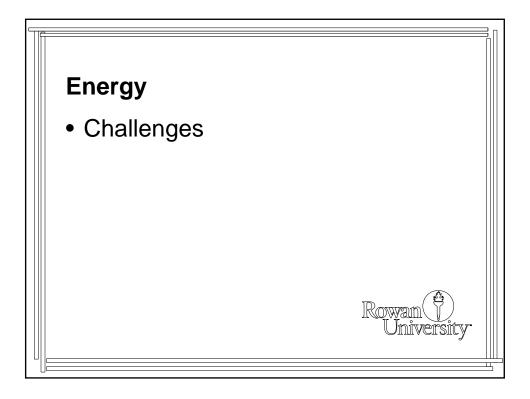


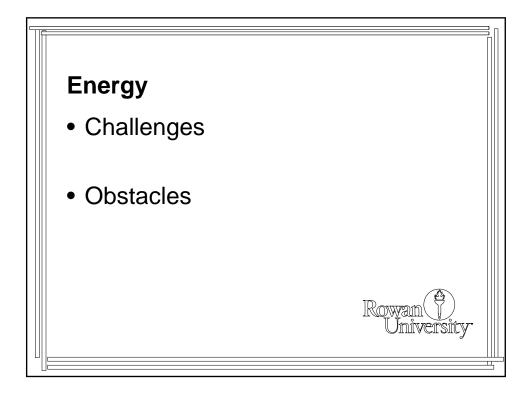
James Baker

Leadership...

"Knowing what to do and then doing it."







Energy

- Challenges
- Obstacles
- Failure



Energy

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- Challenges
- Obstacles
- Failure

All of the these generate **Energy**

Audacity

 A bold and blatant disregard for normal constraints.



Audacity

- A bold and blatant disregard for normal constraints.
- Fearless; daring



Audacity

- A bold and blatant disregard for normal constraints.
- Fearless; daring
- An audacious leader is:
 - Daring
 - Bold
 - Courageous



Proof

The evidence or argument that compels the mind to accept an assertion as true. [Support your proof with research.]



Strategy

 A unique mixture of mental imagery – verbally injected, which changes behavior to help organizations achieve objectives.



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- Runs the organization



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Strategy

- A unique mixture of mental imagery verbally injected, which changes behavior to help organizations achieve objectives.
- Runs the organization
- Focuses the organization
- Is positive
- Is about tomorrow, next week, the future?



How People Think and Analyze Problem

Linear Thinking



- Linear Thinking
- Intuitive Thinking



How People Think and Analyze Problem

- Linear Thinking
- Intuitive Thinking
- Strategic Thinking



- Linear Thinking
 - If you have a degree in discipline you get it to think like a certain professional – engineer, lawyer, doctor



How People Think and Analyze Problem

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- Linear Thinking
 - If you have a degree in discipline you get it to think like a certain professional – engineer, lawyer, doctor
 - Process of moving toward a solution
 - Same routine everyday (logical)
 - Things add up because it will be symmetrical
 - **Bottom line**...these are *process* thinkers

Intuitive Thinkers

• Snap thinking brain



University

Intuitive Thinkers

- Snap thinking brain
- They forget there is more than one way to solve a problem



Strategic Thinking

 How can I look at this in an unusual way?



Strategic Thinking

- How can I look at this in an unusual way?
- They (we) use deconstruction disaggregate) to move the process forward.



Strategic Thinking

- How can I look at this in an unusual way?
- They (we) use deconstruction (disaggregate) to move the process forward.
 - Systematically
 - Methodically
 - Logistically
 - Calculatingly



PR Practitioners...

- Filter out the unimportant and focus on the important (5%)
- Hunger to be organized (even though our lives might not be).
- Remember...
 - -All problems are *not* crises
 - -But all crises are problems

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Communication

Most times, we get the call *after* the crisis hits. The only *effective* tool in our kit is...

Communication



Communication

As we approach situations and their issues, 95% can be shoved aside for the 5% that is truly important.



Communication

• Focus on the important



Communication

- Focus on the important
- Create strategic messages



Communication

- Focus on the important
- Create strategic messages
- Strategy is about how you think about certain challenges
 - Ideas
 - Recommendations
 - Supported through research (and evaluation)



Communication

- Focus on the important
- Create strategic messages
- Strategy is about how you think about certain challenges
 - Ideas
 - Recommendations
 - Supported through research (and evaluation)
- Gaining altitude



Gaining Altitude...

 How do you look at situations and challenges? It's the altitude that gives strategic value.



Gaining Altitude...

- How do you look at situations and challenges? It's the altitude that gives strategic value.
- Help people understand the obvious.



Gaining Altitude...

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- Help people understand the obvious.
- Give others direction



Gaining Altitude...

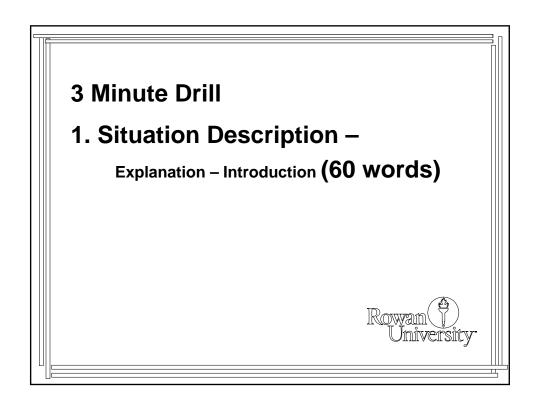
- How do you look at situations and challenges? It's the altitude that gives strategic value.
- Help people understand the obvious.
- Give others direction
- Think in a different perspective

Gaining Altitude...

Are you willing to tell the "boss" what he/she *needs* to hear rather than what he/she *wants* to hear?







3 Minute Drill

1. Situation Description -

Explanation – Introduction (60 words)

2. Analysis (60 words)



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- 5. Recommendation(s) (60 words)



3 Minute Drill

- 1. Situation Description Explanation Introduction (60 words)
- 2. Analysis (60 words)
- 3. Goal (100 words)
- 4. Options (150 words)
- 5. Recommendation(s) (60 words)
- 6. Justification Unintended Consequences (60 words)





- Situation
- Goal
- Analysis/Assumptions
- Options
- Recommendation
- Unintended consequences



- Situation
 - A brief description of the nature of the issues, problem or situation that requires decision, action or study.



- Goal
 - A clear, concise statement of the task to be accomplished – or the target to be reached and why.



- Analysis/Assumptions
 - A description of what the situation means, what its implications are, and how it threatens or presents an opportunity to the organization (systematic, methodical, logistic, calculating)

- Options
 - Provide at least three response options for the situation as presented and analyzed.



- Recommendation
 - -The choice you would make among the options you presented. The recommendation is usually selected on the basis of which option will cause the least number of unintended consequences.

- Unintended Consequences
 - Reactions or circumstances that could arise from the options you suggested or by doing nothing.



This is a strategic approach. It leads to productive, focused planning. Use it and you will get to help managers at every level in their strategic decision making.



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Questions

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