



# Developing Strategic Thought

**Bob Garratt**



## **Developing Strategic Thought:**

**Developing Strategic Thought** Bob Garratt, 1995 Shaping and transforming your organization to meet the needs of a shifting market place means learning and adapting all the time Developing Strategic Thought addresses the fundamental roles of chairmen directors and presidents in directing the organization through a learning process called strategic thought This book is key to the aim of the Developing Organizations series of helping organizations create their own tools for learning and developing by presenting the best new ideas and practices around Developing Strategic Thought gives top teams the opportunity to draw on the work and experience of people involved in the direction of significant organizations and to build from this experience new growth and success in their own organizations Developing Strategic Thinking Skills Sorin Dumitrascu, 2017-02-06 Strategy refers to the direction an organization or business unit takes to achieve its vision mission and goals Organizational strategies include strategies at the corporate business and functional levels Strategic thinking is essential at all levels including functional levels It equips functional managers and departmental leaders to make long term decisions that align with their organizations corporate and business strategies encourages new ways of thinking and overcomes the constraints associated with having limited information In effect it contributes to their success Strategic thinking has five main characteristics It s focused on an organization s strategic vision involves adopting a systems view takes a long term approach involves being ready to take advantage of opportunities and considers the past and present Traits of strategic thinkers typically include flexibility openness a positive outlook curiosity future focus and an ability to identify connections and patterns Common barriers to thinking strategically include unchallenged assumptions knowledge that s no longer relevant reliance on what worked in the past rigidity linearity closed mindedness and framing Anyone can develop the ability to think strategically and to do this you can carry out certain steps Develop a clear vision by speaking to senior management and peers collaborating with individuals setting priorities and making trade offs To think strategically you also have to think creatively You can learn to do this by regularly challenging assumptions visualizing possibilities and participating in creative endeavors You also have to be prepared to deal with complexity You need to adopt a big picture view of your organization be able to recognize trends and patterns and align your ideas with strategic objectives You need to become aware of what s going on across your organization and in its broader environment To think strategically and see the bigger picture it s important to understand both the external and internal contexts of your organization You can use Porter s model of five forces to help you understand and assess your organization s external environment To understand the internal context in which you operate you need to understand your organization s strategic goals and direction and how your department can align with these You should also identify potential stakeholders gather their input on potential actions and ensure you consider the impact of your decisions on them A big picture perspective enables you to create a mental model of the complete system of value creation within your organization You can understand the value chain in terms of Porter s

primary and support activities      *Developing Strategic Thought* Bob Garratt,2003 An essential reference and guide on business strategy and the art of strategic thinking written by some of the most respected experts on strategy Creating the future of your company requires an imaginative brain and a capacity to take strategic decisions in times of uncertainty This book containing contributions by acknowledged experts and commentators in the field of business strategy illustrates the necessity and advantages of using strategic thinking Practical and accessible it offers guidance on how to develop the skills and attitudes required for developing a range of possible directions for the company The expert contributors include Henry Mintzberg Max Boisot Charles Hampden Turner and Fons Trompenaars Click here for more information      **Developing**

**Strategic Thought 2Nd** Bob Garratt,2011-05-26 An essential reference and guide on business strategy and the art of strategic thinking written by some of the most respected experts on strategy Creating the future of your company requires an imaginative brain and a capacity to take strategic decisions in times of uncertainty This book containing contributions by acknowledged experts and commentators in the field of business strategy illustrates the necessity and advantages of using strategic thinking Practical and accessible it offers guidance on how to develop the skills and attitudes required for developing a range of possible directions for the company The expert contributors include Henry Mintzberg Max Boisot Charles Hampden Turner and Fons Trompenaars Click here for more information      **Developing Strategic Thought** Bob Garratt,1996-06      *DEVELOPING STRATEGIC THOUGHT: REDISCOVERING THE ART OF DIRECTION-GIVING.* ,1995

*Leading with Strategic Thinking* Aaron K. Olson,B. Keith Simerson,2015-03-25 Be a more effective leader with strategic thinking Leading with Strategic Thinking reveals what effective leaders do differently Eschewing the one size fits all leadership model this helpful guide outlines four general leadership types and demonstrates how each type achieves success whether through personal vision structured process collaboration or by empowering others The authors identify the actions and skills that distinguish strategic leadership drawn from interviews and focus groups with over three hundred leaders from around the world Examples and case studies illustrate these concepts in action and the provided reference materials steer readers toward more advanced information on this important topic The disruptive forces of technology and globalization raise new challenges for leaders This book is a manual that will help executives and aspiring leaders harness these forces and address the two central questions of strategic leadership How do the best leaders develop their strategy How do effective leaders drive strategic change Becoming a strategic leader isn't about mimicking an icon The most effective leaders seize opportunity in a way that consciously integrates environmental requirements stakeholder expectations and personal ability Leading with Strategic Thinking shows what these leaders do and gives anyone the tools to be a more strategic leader

**Exploring Strategic Thinking** Department of Defense,U. S. Army,U. S. Government,2017-03-06 This research product provides a thorough examination of the question How can the Army assess develop and retain strategic thinkers Expert input from within and outside the military provide a variety of perspectives that highlight areas of convergence and divergence as

well as exemplar techniques processes and insights that inform and change the conceptualization and practice of strategic thinking in the military This compendium does not provide the answer to all of the Army s strategic thinking challenges but it does provide many possible avenues to explore with the goal of enhancing the Army s strategic thinking capabilities Topics and subjects covered include qualitative thinking metacognitive ability cognitive flexibility abductive reasoning system theory critical thinking visualization PME curriculum strategic theory Section 1 Strategic Thinking Big Picture Chapter 1 The Identification and Education of U S Army Strategic Thinkers Chapter 2 Strategic thinking Requirements Development and Assessment Chapter 3 Recruiting Training and Developing Strategic Thinkers Section 2 Impact of Culture Chapter 4 Developing Army Strategic Thinkers Chapter 5 The Sociology of STRATEGY Romancing the Image Chapter 6 Creating an Organizational Culture to Support Strategic Thinking Chapter 7 Implementing a Culture of Strategic Thinking in the U S Army Section 3 Insights from Outside the Military Chapter 8 Strategic Intuition in Army Training Chapter 9 Creativity in Strategic Thinking Chapter 10 Strategic Thinking A Design Contribution Section 4 Ways of Thinking Chapter 11 Professional Military Education s Imperative of Linear Nonlinear Thinking Style Balance for Improved Strategic Thinking Chapter 12 A Science of Context The Qualitative Approach as Fundamental to Strategic Thought Chapter 13 The Genome Doodle of Strategic Thinking Times Epistemologies and Narratives To begin understanding strategic thinking in the military one must first have a basic sense of what strategic thinking is and what it is not Examination of literature on strategic thinking does not lead to one common definition of strategic thinking However there are some identified common attributes of strategic thinking Strategic thinking is built on a systems perspective intent driven hypothesis driven intelligently opportunistic capitalizing on new possibilities as the situation changes and involves the ability to think in time linking past present and future elements The confusion about the definition of strategic thinking is exacerbated by the confounded concepts of strategic thinking strategic planning strategy and the strategic thinker In addition to the lack of common definition of strategic thinking Heracleous notes that there is no common definition of strategic planning or common understanding of the relationship between strategic thinking and strategic planning Liedtka outlines several differences between strategic thinking and strategic planning that include reliance on systems thinking the role of measurement and control and a focus on the outcome strategy versus the process For the purpose of this compendium we have focused extensively on concepts related to strategic thinking cognitive processes and the strategic thinker characteristics of a person This work does not extensively address the concepts of strategy outcome or strategic planning programmatic analytical process Strategic thinking in the military comes with unique challenges and opportunities It is different than strategic thinking in the private sector

**Elevate** Rich Horwath,2014-03-24 According to a study published in Chief Executive Magazine the most valued skill in leaders today is strategic thinking However more than half of all companies say that strategic thinking is the skill their senior leaders most need to improve Elevate provides leaders with a framework and toolkit for developing advanced

strategic thinking capabilities Unlike the majority of books that focus on strategy from a corporate perspective Elevate gives the individual executive practical tools and techniques to help them become a truly strategic leader The new framework that will enable leaders to finally integrate both strategy and innovation into a strategic approach that drives their profitable growth is the Three Disciplines of Advanced Strategic Thinking 1 Coalesce Fusing together insights to create an innovative business model 2 Compete Creating a system of strategy to achieve competitive advantage 3 Champion Leading others to think and act strategically to execute strategy Every leader desperately wants to be strategic their career depends on it Elevate provides the roadmap to reach the strategic leadership summit      **Mastering The Art Of Strategic Thinking**

Carson Bond, PH D,2023-04-22 Mastering The Art Of Strategic Thinking is a book that delves into the world of strategic thinking and planning Written by a seasoned business strategist this book is designed to help individuals leaders and organizations develop a strategic mindset and create winning strategies The book starts by introducing the concept of strategic thinking and its importance in today s fast paced business environment It then provides a step by step guide to developing a strategic mindset covering key topics such as goal setting analysis decision making and execution The author draws on real life examples and case studies to illustrate the concepts presented in the book making it easy for readers to understand and apply the principles to their own situations The book also includes practical tools and templates to help readers put their newfound skills into action Throughout the book the author emphasizes the importance of adaptability and agility in strategic planning and provides strategies for dealing with uncertainty and change Whether you re an individual looking to enhance your strategic thinking skills a leader seeking to develop a winning strategy for your team or organization or a business professional looking to stay ahead of the competition Mastering The Art Of Strategic Thinking is an essential guide to help you achieve your goals      *Learning to Think Strategically* Julia Sloan,2006 Offers an until now unexamined

account of the inextricably linked relationship between strategic thinking and learning      Strategic Planning Training Jeffrey Russell,2005-03-01 This title is an all in one how to guide for developing strategic planning thinking and decision making competencies of CEOs managers supervisors and frontline employees It offers a practical set of interactive and customizable learning modules that serve as a roadmap for directing the right framework culture and philosophy in your organization The accompanying CD ROM includes handouts checklists assessments and customizable PowerPoint tm slides      *Unlock the*

*Power of Strategic Thinking: How to Make Smarter, Faster, and Better Decisions* silas mary,2025-02-14 Unlock the Power of Strategic Thinking How to Make Smarter Faster and Better Decisions is a game changing book for leaders and professionals who want to master the art of decision making In this book Victor Nebeolisa provides a roadmap for developing strategic thinking skills that enable individuals to make smarter decisions solve complex problems and drive long term success Strategic thinking is the ability to see the big picture anticipate challenges and make informed decisions that align with your goals Nebeolisa explains the core components of strategic thinking including foresight critical analysis and the ability to

weigh risks and rewards He shows how adopting a strategic mindset is essential for staying competitive especially in today's fast moving business environment This book offers a blend of theory and practical strategies showing how to apply strategic thinking in real world scenarios Nebeolisa outlines a decision making framework that helps leaders evaluate options prioritize goals and make faster more effective choices He also explains how to align decision making processes with both short term objectives and long term vision ensuring that each decision contributes to sustainable growth and success Unlock the Power of Strategic Thinking is ideal for professionals in all industries who are looking to elevate their decision making abilities and drive results Whether you're a leader at the top of an organization or an aspiring entrepreneur this book provides the tools and techniques necessary to think strategically execute with precision and stay ahead of the competition

**The Development of Soviet Strategic Thinking Since 1945** Geoffrey Jukes,1972     Bernard Brodie and the Foundations of American Nuclear Strategy Barry Howard Steiner,1991 Steiner analyzes how and why Brodie's understanding of weapons of unparalleled explosive force led him to posit the need for revolutionary strategic thinking in broadminded analytic method and in the focus upon cities as nuclear targets He shows the tremendous effect Brodie's work had on the intellectual climate in which policy is determined particularly in his frequent combatting of conventional wisdom

*Developing Strategic Thinking Leaders in the United States Army* Brian S. Eifler, Army War College (U.S.),2012 Due to the volatile uncertain complex and ambiguous VUCA environment that Army leaders face at the strategic level effective senior leaders require the ability to apply strategic thinking Key elements that develop strategic thinking skills are undervalued in the current officer development timeline and a change in culture must occur in how the Army educates promotes and develops its Officer Corps Without formally recognizing the value of developing strategic thinking officers the Army will continue to fall short in effectively developing officers for the strategic level Without innovation in how we develop strategic thinkers the Officer Corps as a profession will be at risk The Army must develop a strategy that changes the value and culture of how it develops its officer strategic thinking skills skills necessary at all levels but required at the senior level This author proposes a strategy that focuses on three key areas of officer development that must be revamped 1 Professional Military Education PME and institutional education 2 assignments and 3 promotions and timelines Changes in these three areas are necessary if the Army is to develop effective senior leaders that thrive in the uncertain and complex future

**Developing Capabilities Among Small and Medium-sized Enterprises in Malaysia** ,2009     *How to Think Strategically* Greg Githens,2023-11-20 Competent Strategic Thinking is Rare and Valuable How to Think Strategically is the ideal primer for those who want to develop their business acumen and make strategic impact This book will help you understand what it means to be strategic and how to craft strategy that is effective clever and powerful It provides numerous real world examples of individual strategic thinkers in action Through these examples you'll gain useful lessons that can be applied in any organization and in your personal life The Most Important Tool of Strategy Is Found Between Your Ears A

competent strategic thinker tolerates ambiguity notices weak signals defines the core challenge facing the organization and designs effective responses with a winning strategic logic How to Think Strategically upskills you to Internalize the 20 micro skills of strategic thinking Distinguish strategic thinking from operational thinking and appropriately apply each Pose high quality questions that spark strategic insights Write a concise one page statement of strategy with five essential concepts that will help you distinguish effective strategy from a list of goals Improve conversations with stakeholders Develop a courageous personal leadership style and a courageous perspective to address the real issues that are obstacles to your organization s success Overcome the excuse of I m too busy to be strategic Anyone can improve their strategic thinking if they know where to focus their attention Small and Medium-sized Enterprises Development in Malaysia ,2007

**Charting a Course to Strategic Thought and Action** Kenneth G. Pankey,2002



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