Thinking Strategically
Syntesis Global 20/20 Leadership Series

from the “Creating a Culture of Excellence - Winning Together” ™ Workshops
Specialized Management Consulting firm

Global expertise working with top Fortune 50/100/500 organizations within the public and private sectors

Executive Coaching, Leadership & Team Development, Change/Integration (M/A), Outplacement (Career Transition), HR Solutions


Seasoned consultants with international expertise

Hundreds of participants served annually
1. The 5 Phase Strategic Journey
2. Components of Strategic Leadership
3. Identify Strategic Gaps
4. Syntesis Global Alignment Model
5. Elements of Strategic Thinking
People of accomplishment rarely sit back and let things happen to them. They go out and happen to things…

- Leonardo da Vinci
The New Normal

- The Financial Paradigm of Global Business has Changed
- Clear Leadership Communication is Vital to Success
- Power of Strategic Vision is Key
- Social Media: Differentiation is an imperative
- Global Logistics & Supply/Chain (Off-Shoring)
- Quantum & Disruptive Technological Advances
- Unleashing the Power of People
- Motivation & Morale are Essential
- Strategic Alliances
- Change Agents will Thrive
- Career Instability
Perception

QUESTIONS?
What are the Implications for Leadership, Strategy & Direction, Planning, Risk Management and Global Business Growth?
“Think Around the Corner”

Don’t MSU!

Your COMFORT Zone
1. What do you consider strategic?
2. How does one “become strategic?”
3. Why aren’t strategies more effective?
4. Who do you consider “strategic?”
5. Why do you choose this person?
1. Corporate Fatigue

10 Reasons Why Most Leaders Fail to Think Strategically:

1. Lack of Vision
2. Inability to tell a “Business Story”
3. Exposure (Segmentation)
4. Closing the “Obstacle Gaps”
5. Systemic Disequilibrium
6. Small & Short-term wins
7. Failing to create “Buy-In”
8. Lack of Passion
9. Failure to Re-calibrate
10. Intellectual Complacency
2. New Aspects of Leadership
Conscious Leadership® Frame-Work

Alignment
Vision, Mission, Values, Goals

Values

Value

Cultural Shift
Internal Advocacy

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"Conscious Leadership"® Values

Respect
- Listening
  - Inquiry vs. Advocacy
  - No Blame/No Fault
  - Collaboration (Diversity)
  - Mentoring
  - Empathetic
  - Understanding

Trust
- Positive Intent
- Confidentiality
- Win-Win (Empowerment)
- Direct to Source
- Truth & Information
- Innovation & Creativity

Integrity
- Authenticity
- Commitment
- Roles & Responsibilities
- Consistency
- Accountability
- Dependability
- Credibility

Communication
- Clarity
  - Solutions-Focused
  - "No Surprises Rule"
  - "Buy-In"
  - Relationships (Inclusivity)
  - Follow-Through & Closure
  - Social Media

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3. S.W.O.T. Analysis

SWOT Analysis

Strengths
- What we do well
- Our advantages
- Resources

Weaknesses
- What could we do better?
- External criticism
- Vulnerabilities
- Known
- Trends

Opportunities
- Environmental changes
- New products
- New technologies

Threats
- Weaknesses
- External roadblocks
- Marketplace changes
- Economic conditions

Management

Sales
- Distribution
- Promotion
- Support

Operations
- Systems
- Expertise
- Resources
- Efficiency
- Capacity
- Processes

Products
- Services
- Quality
- Pricing
- Features
- Range
- Competitiveness

Finances
- Resources
- Performance

R&D
- Effort
- Direction
- Resources

Costs
- Productivity
- Purchasing
- Organization
- Structures

Systems

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Closing the Gaps

PRESENT
What’s Working…..
1. __________________
2. __________________
3. __________________
4. __________________
5. __________________

What’s not…….
1. __________________
2. __________________
3. __________________
4. __________________
5. __________________

FUTURE
Targeted Performance Attributes
(Steps to “Close the Gaps”)
1. __________________
2. __________________
3. __________________
4. __________________
5. __________________

Execution Gap
4. Alignment Model


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Syntesis Alignment Model

The 3 Awareness’

**PRECISION**
Thought Leadership

- Managing Change
- Organizational Alignment
- Growth Objectives
- Leadership Vision
- Trust, Support, Collaboration, Communication
- Systems & Innovation
- Empowerment

**AGILITY**
People Leadership

- Goal-Setting
- Quality & Service Imperative
- *Culture of Excellence* "Buy-In"
- Interpersonal Relationships
- Performance Management
- Technology/Systems
- Adaptability

**RESILIENCE**
Results Leadership

- Business Drivers
- Financial Controls & Reporting
- Accountability (Metrics)
- Closing the Gaps (Exposure)
- Optimization (Follow-up)
- Commitment
- Re-Calibration

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5. Elements of Strategic Thinking
Step 1: Organizational Audit

“Alignment”

Critical Success Factors (CSF’s)

Shift in Perception

Cultural Alignment

- Business Plan (strategy) Discipline (3C’s)
- Tools & Resources (Infrastructure)
- Establish KPI’s / KRI’s
- Assessment (“Right People on the Bus?”)
- Attitudes & Beliefs (“Buy-In”)
- Fear Quotient (Communicate & Stabilize)
- Vision, Mission, Values & Goals
- Benchmarking: Define Direction
- Know Your Audience (Cultural EQ)
Step 2: Strategic Execution

“Creativity”

Business Goals

Organizational Goals

Performance Goals

- Clear Growth Strategy (Quality, Costs & Service)
- Financial Excellence (Accountability)
- Leadership Authenticity (Credibility)
- External Business Relationships (Influence)
- Leadership Development (Coaching)
- Value Creation (Technology & Innovation)
- Roles & Responsibilities (Knowledge Transfer)
- Performance (Talent) Management
- Promote Teamwork, Trust, Partnering
- Inclusion: Stake-Holder Empowerment

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Step 3: Strategic Discipline

“Sustainability”

- Drive Operational Efficiencies (Metrics)
- Innovation (ROI/ROT)
- Financial Responsibility & Reporting
- Communication Road-Map (≠ SILO’S)
- Cost Containment, Quality & Reliability
- Process, Policies & Systems Congruency
- Value Proposition
- End in Mind (CSF’s)
- Sense of Purpose (Motivation & Morale)

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1. **Align:** Through *Conscious Leadership*® principles, engage stakeholders to understand change. Manage differences and create “buy-in” to ultimately drive the organization forward. Rally team around a compelling strategic vision, mission, values & goals. Ensure resources, commitments and accountability metrics are in place.


4. **Interpret:** Be curious. Connect multiple data points in new and insightful ways to make sense of complex, ambiguous situations. Use both analytic reasoning and seasoned intuition.


6. **Learn:** Be excited. Reflect on successes and failures. Learn from interactions with internal/external stakeholders. Be innovative. Follow-up & focus on positive momentum.
Conclusion

- “Conscious Leadership”® = Choice
- Know your audience (business story/3 C’s)
- Cultivate credibility & trust

Principles to Remember:
- People “Buy-In” = Margins & Market Share
- Organizational Sovereignty
- Commitment: Reinforce learning/Follow-up
- Positive Momentum: “Believing is Seeing”
Upcoming Events:

- April 20th - Adapting to New & Demanding Roles
- May 25th – Thinking Strategically
- July 27th – Building Relationships with Key Stakeholders
- August 31st – Executive Decision Making
- September 28th – Driving Accountability
- October 26th – Driving Change and Executing Plan
- November 30th – Conflict Resolution

Contact NACM about Registering for a 3 Pack of Leadership Webinars
Thank You!

Rick J. Hernandez
rickh@syntesisglobal.com

+ 1 (800) 829-7218

It’s not about doing different things, but about doing things differently
– Syntesis Global
Create **Internal advocacy** by engaging the support of people outside your direct line of command. Build relationships to enhance your systems support.

Develop strategic **leadership influencing skills** to gain backing to ideas and goals. Hone this skill to leverage competing forces and to re-shape your team’s perception to align with the strategic business plan and “big picture.”

Minimize obstacles (resistance) Secure input from key stakeholders.

Commitment must match expectations.
When developing and executing on “strategy,” global executives representing $500M-$10B companies disclosed their companies are “not focused on executing our strategy.” What percentage believe this?

a) 87%
b) 55%
c) 37%
d) 18%
Why aren’t most companies unable to implement a strategy?

A. Resistance to companies direction (strategy)

B. Employees don’t believe, nor understand “The Strategy”

C. Organization lacks “Alignment”

D. Conflicting Priorities & “B” Above

E. All of the above
Leadership Webinar Series

Upcoming Events:

July 16th – Building Relationships with Key Stakeholders
August 18th – Executive Decision Making
September 15th – Driving Accountability
October 22nd – Driving Change and Executing Plan
November 10th – Conflict Resolution

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General Andre Beaufre wrote in 1963 that strategic thinking "is a mental process, at once abstract and rational, which must be capable of synthesizing both psychological and material data. The strategist must have a great capacity for both, analysis and synthesis; analysis is necessary to assemble the data on which he makes his diagnosis, synthesis in order to produce from these data the diagnosis itself--and the diagnosis, in fact, amounts to a choice between alternative courses of action."