

Thinking Strategically

Syntesis Global 20/20 Leadership Series



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from the “Creating a Culture of Excellence - Winning Together”™ Workshops



Syntesis Global™ LLC

- 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
- Industries served: Aerospace, Energy, Technology, Utilities, R&D, Pharma/BioTech, Manufacturing, Financial, Healthcare
- Seasoned consultants with international expertise
- Hundreds of participants served annually



Strategic Webinar Outcomes

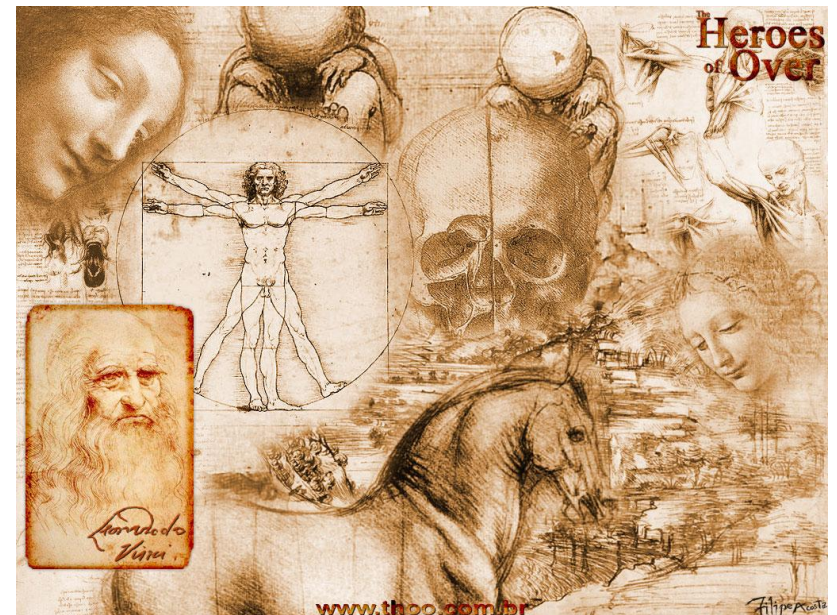


1. The 5 Phase Strategic Journey
2. Components of Strategic Leadership
3. Identify Strategic Gaps
4. Syntesis Global Alignment Model
5. Elements of Strategic Thinking

Thought for the day...

*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



R&D Trade Agreements Taxation Corporate Governance

Risk

The Impact of Change



Stockholder Middle East

Equity Growth Quarterly reporting

Cash Optimization China

Financial Controls

Technology & Science

Automation

Pace of Change

Risk Management

Threat of terrorism

Globalization

Bail-Outs Foreign Debt



City Ordinances

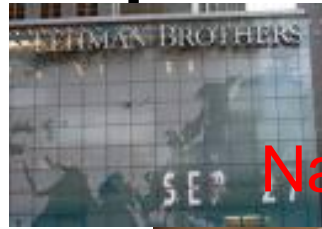
Pressure on short term performance

Union Negotiations



CHRYSLER

Profitability



Leadership



OSHA

Quality

Obamacare



Politics

DEBT



Gov't Intervention & Controls

Pressure on short term performance

Gov't Grants

Regulations Service

Corporate Scandals

Recession

Compliance

↑ COSTS

Competition

Innovation



Credit Debt

Gov't

Covenants LABOR

Integration

FUNDING

FOREIGN POLICY

<http://www.youtube.com/watch?v=0eUeL3n7fDs&feature=related>



Policies

M&A Activity

EPA

Perception

QUESTIONS?

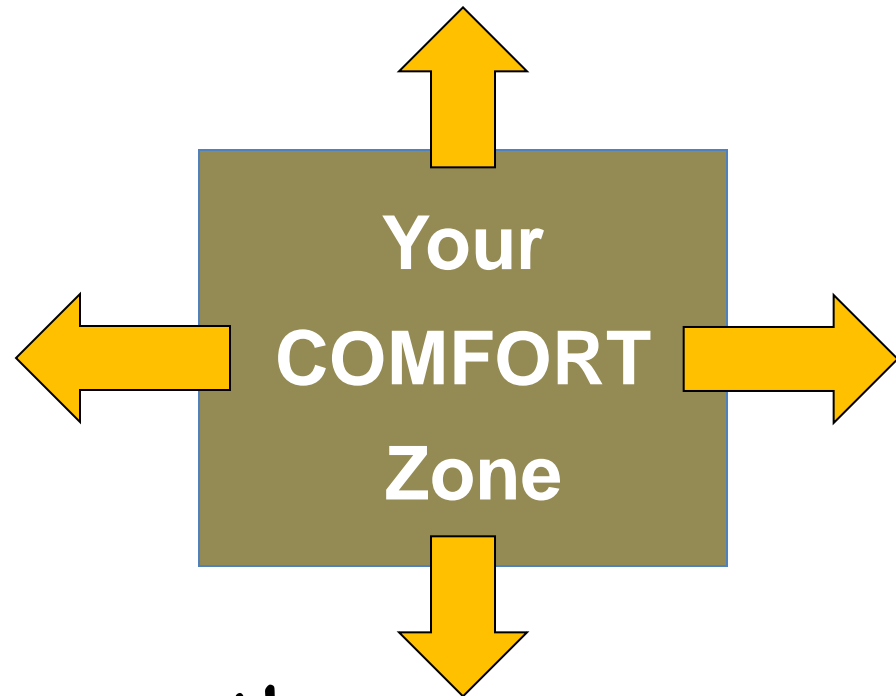
**What are the Implications for
Leadership, Strategy & Direction,
Planning, Risk Management and
Global Business Growth?**



SYNTESIS GLOBAL



“Think Around the Corner”



Don't MSU!

Where's the Strategic Gap?

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

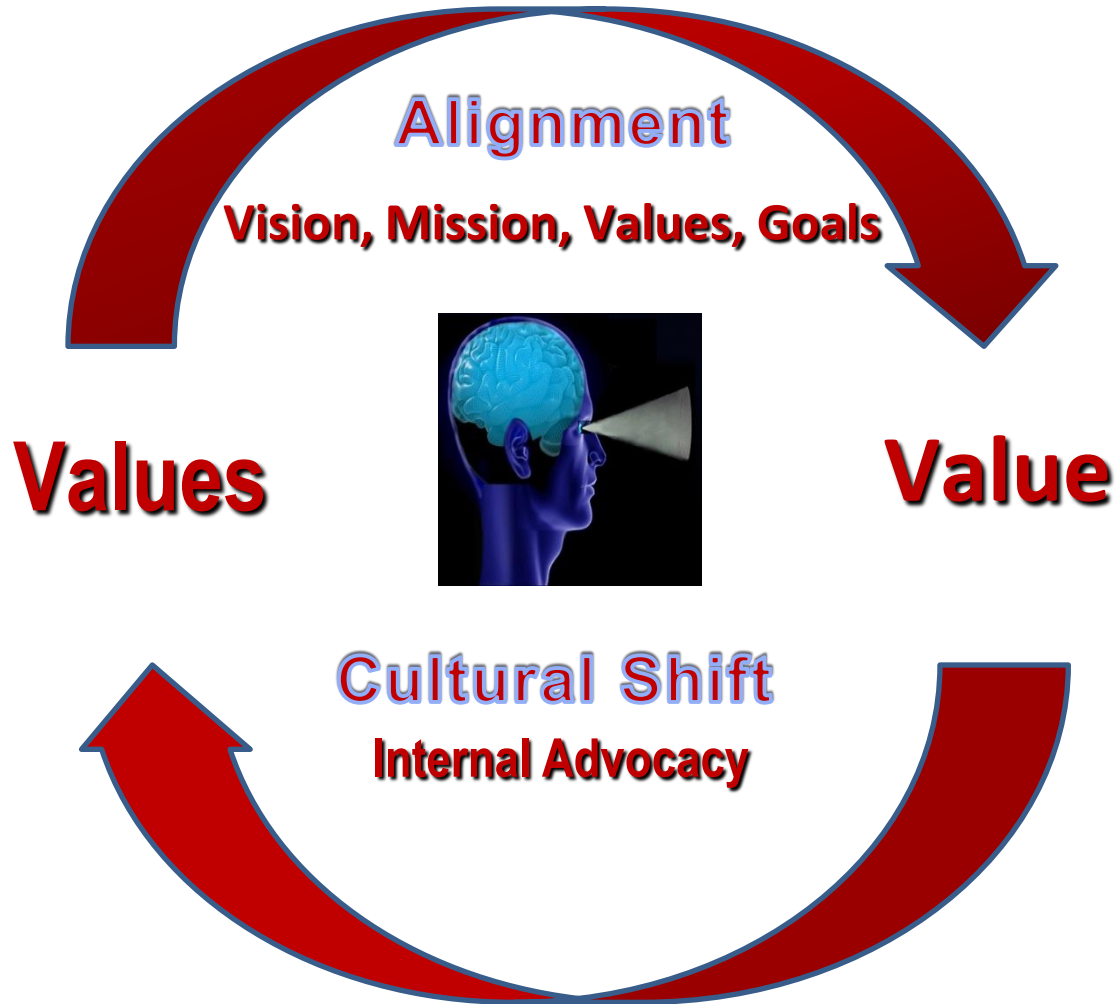
10 Reasons Why Most Leaders Fail to *Think Strategically*:

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



“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



3. S.W.O.T. Analysis



Closing the Gaps

PRESENT

What's Working.....

1. _____
2. _____
3. _____
4. _____
5. _____

What's not.....

1. _____
2. _____
3. _____
4. _____
5. _____

FUTURE

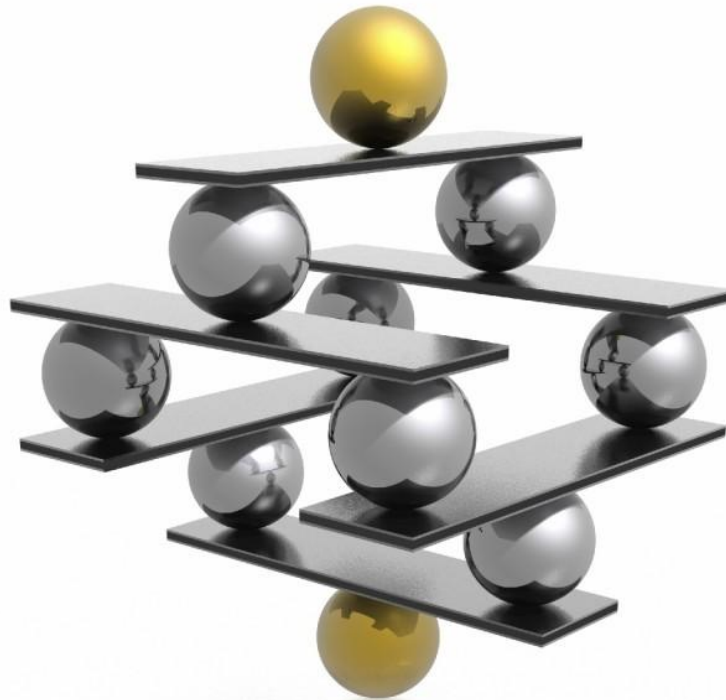
Targeted Performance Attributes

(Steps to "Close the Gaps")

1. _____
2. _____
3. _____
4. _____
5. _____



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

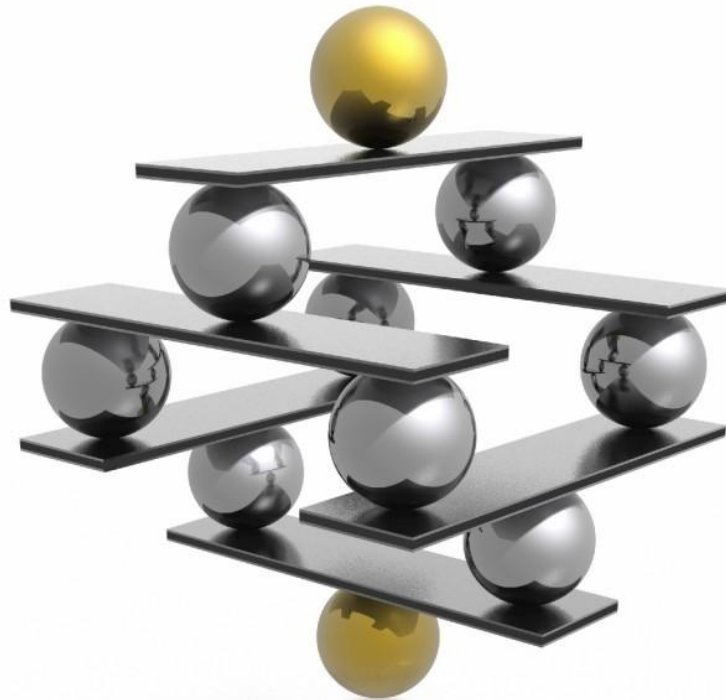
Re-Calibration



Strategic Planning Cycle



5. Elements of Strategic Thinking

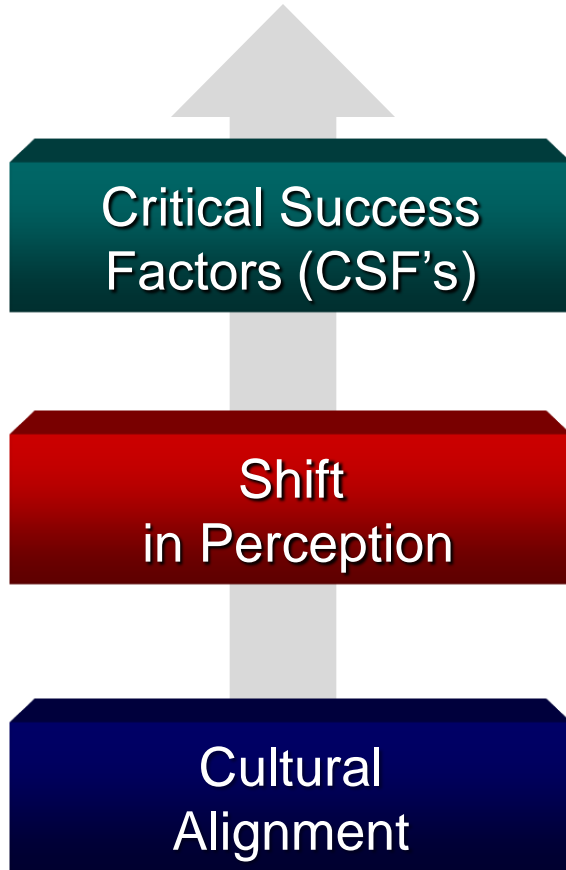


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Step 1: Organizational Audit

“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



SYNTESIS GLOBAL

- 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

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)



Summary

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.
2. **Anticipate**: *“Think Around the Corner.”* Imagination & Adaptation. Embrace uncertainty & embrace others’ POV. Be vigilant. Think - Innovation & Trends.
3. **Persistent**: Challenge assumptions. Ask the *“right questions.”* Examine uncertainty. **Reframe problems & root cause.** Think Discipline & Flexibility.
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.**
5. **Decide**: Critical decision-making. Courage. Make tough choices. **Balance long-term investment for growth & development with short-term pressure for results.** Balance speed and options when making complex decisions.
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*”

Leadership Webinar Series

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
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Thank You!

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It's not about doing different things, but about doing things differently
– Syntesis Global

Summary

- 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.



POLL – SLIDE 13

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%



POLL – SLIDE 28

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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Definition...

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."

