



ALA/NYC Chapter  
Strategic Mindset Series

# Putting a Strategic Mindset **into Action**

# LOEB

LEADERSHIP

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MANAGEMENT CONSULTING FIRM

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30+

CONSULTANTS, TRAINERS AND COACHES, GLOBALLY

OUR  
MISSION

IS TO DEVELOP EXTRAORDINARY LEADERS



## Welcome and Introduction!



- 1 Developing a Strategic Mindset**  
*Webinar – Wednesday, September 25<sup>th</sup>*
- 2 Demonstrating a Strategic Mindset**  
*Webinar – Thursday, October 3<sup>rd</sup>*
- 3 Putting a Strategic Mindset into Action**  
*Live Symposium - Friday, October 18<sup>th</sup>*

How do you define a strategic mindset?

In strategy, it is important to see distant things as if they were close and to take a distanced view of close things<sup>1</sup>.



<sup>1</sup> Miyamoto Musashi, Japanese samurai

## Definitions

**tac·ti·cal**

*/'taktək(ə)l/*

*Focus is on “how”*

*Involving or pertaining to actions, ends, or means that are immediate or short-term in duration, and/or lesser in importance or magnitude, than those of a strategy or a larger purpose.*



**stra·te·gic**

*/strə'tējɪk/*

*Focus is on “what”*

*Decisions or plans designed to impact favorably the key factors on which the desired outcome of an organization depends.*

- Strategic mindset is not an either-or skill. Although many people gravitate toward strategic or tactical perspectives, you need readiness in both
- To develop a strategic mindset, you need to fully understand the environment in which you operate
- You also need to understand what unique capabilities your department or firm have to offer



## Why should you care about the development of a strategic mindset?

- A strategic approach to leadership is 10x more significant to your perceived effectiveness than any other behavior<sup>2</sup>
- A strategic thinker is 4x more likely to be perceived as a high potential employee<sup>2</sup>
- Strategic thinkers are better able to identify highest impact decisions
- Strategic thinkers are better equipped to anticipate the short- and long-term consequences of those decisions



<sup>2</sup> Management Research Group, 2013

## *Let's Put Our Learning into Action*

- ✓ Creating a vision
- ✓ Creative / innovative process
- ✓ Design work
- ✓ Anticipating / seeing around corners
- ✓ Solving Problems





## Solving Problems

You will likely encounter two types of problems:

- ✓ Ones that you can quickly identify as having a tactical solution.
  - ✓ The light in my cubicle is out
  - ✓ We are out of printer ink
- ✓ Ones that will likely require more thought and consideration
  - ✓ We are not hitting our sales targets
  - ✓ Staff continue to not follow a particular process

## *Let's Put Our Learning into Action*

Your boss assigns you the task of solving a “people” problem. What you know thus far:

- ✓ A team at your firm is underperforming
- ✓ Your boss has received multiple complaints from partners and business services leaders about the quality of the team’s output
- ✓ The leader of the team team is relatively new to the firm (less than 2 years)
- ✓ There is diminishing confidence in the leader of that team
- ✓ During an initial conversation with the leader, he points to intense workload and competing priorities from partners as the root causes of the team’s challenges



## *Let's Put Our Learning into Action*

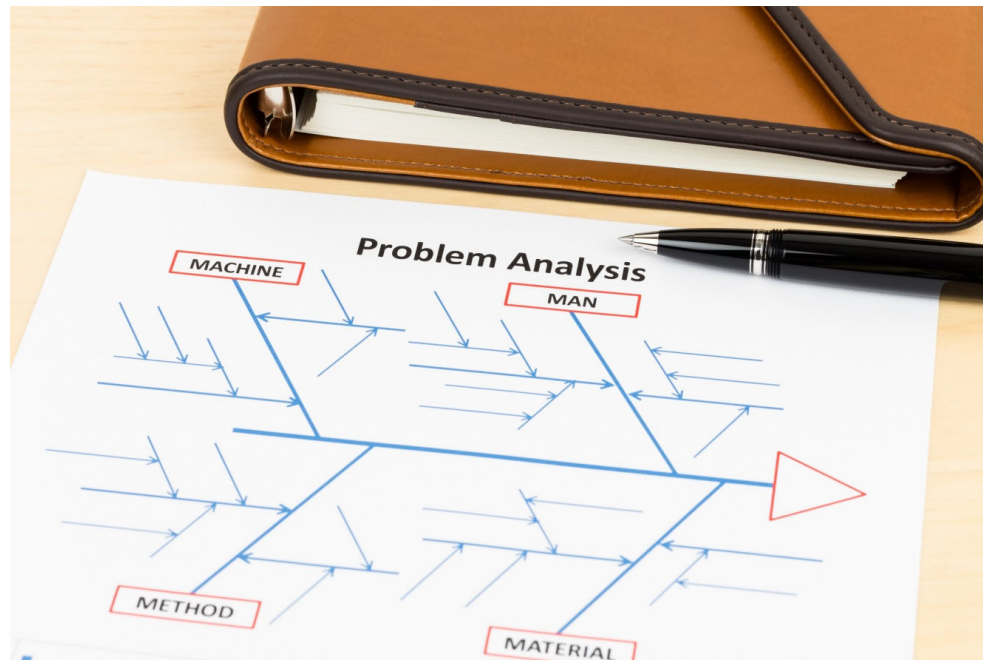
What might a tactical problem solver do?

Now let's explore a strategic way of addressing the problem.



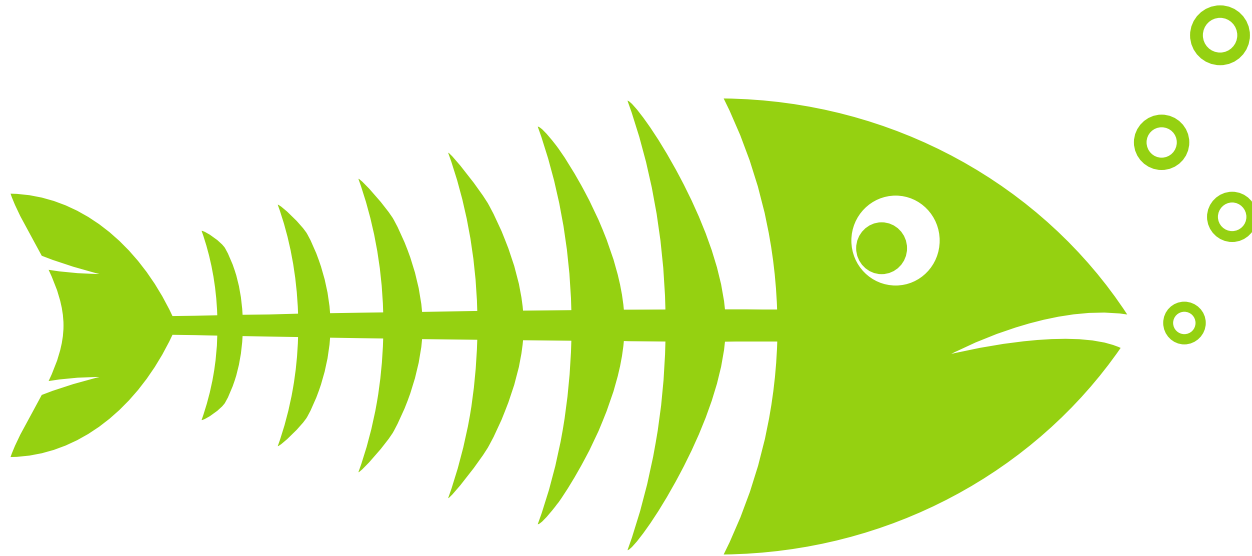
## Let's Put Our Learning into Action

A good starting point is to consider a **fully exhaustive** and **mutually exclusive** set of possibilities.



*Let's Put Our Learning into Action*

Let's Get Started



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## *Putting it all together...*

- ✓ Strategic Thinking is a SKILL you can develop through conscious effort
- ✓ Understanding when to engage Strategic and Tactical thinking enhances your professional and organizational effectiveness
- ✓ Strategic Thinkers are future focused, solution oriented, possibility seekers
- ✓ Three elements for strategic thinking – Question Assumptions, Listen and Observe from a Distance and Create Space and Time for Reflection and Insight





**Questions**