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Strategic Thinking and Planning

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Route map

Strategic Thinking

- Concepts
- Competencies
- Habits

Strategic Planning

- From thinking to planning
- From planning to action

What is Strategic Thinking ?

Strategic thinking is defined as a mental or thinking process applied by an individual in the context of achieving success in a game or other endeavor.

As a cognitive activity, it **produces thought**.

When applied in an organizational strategic management process, strategic thinking involves the generation and application of unique business insights and opportunities **intended to create competitive advantage** for a firm or organization.



Strategic Thinking

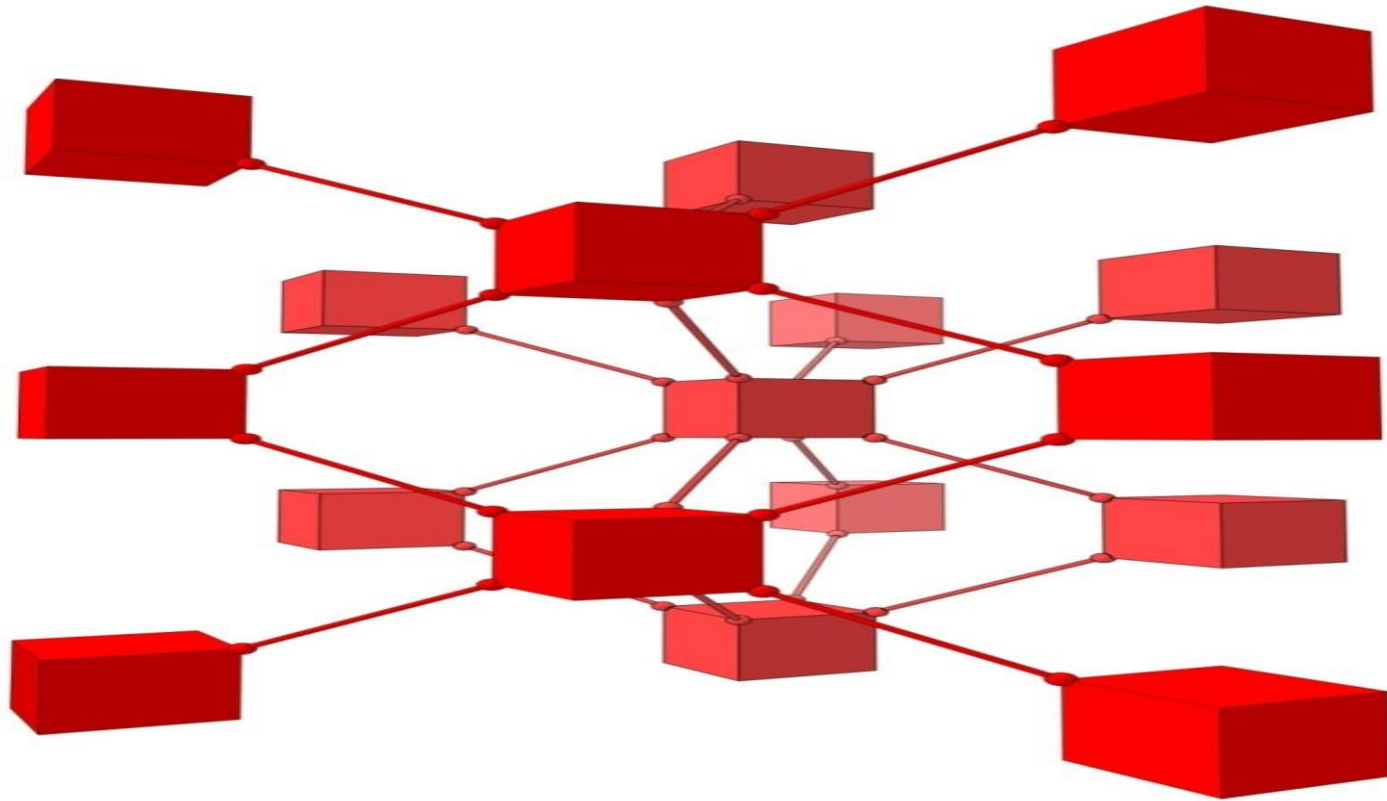
Integrating the future into your decision making processes today by thinking **BIG, DEEP** and **LONG**.

Thinking BIG

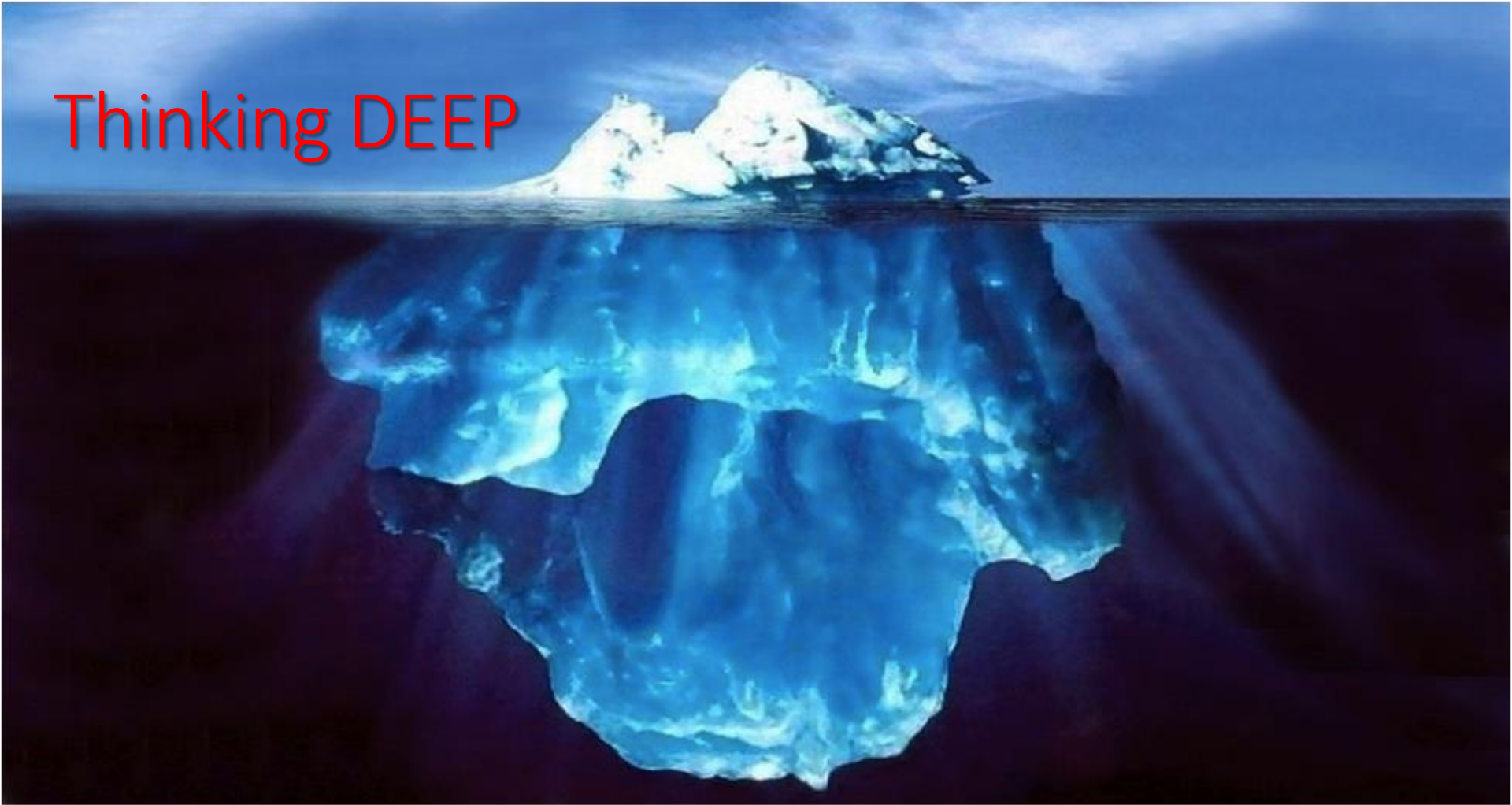
Do we understand how we connect and interact with other organizations and the external environment?



Thinking Big: Thinking in Systems



Thinking DEEP



How deeply are we questioning our ways of functioning?

Do we operate from our interpretation of the past, or our anticipation of the future?

Are our assumptions today valid into the future?

Thinking LONG

How far into the future are we looking?

Do we understand the shape of alternative futures for our organisation?



Environmental Scanning

Internal Environment

External Environment



Must understand the shape of this world **IN THE FUTURE** to be able to lead towards it.

Creating graduates for jobs that don't exist, using technology that hasn't been invented, to solve problems that haven't happened.

There are no future facts



Consider...

What will be the **shape** of the future?

What will be **important**?

What will **not**?

What does it **mean** for us?

They were wrong – terribly wrong!!

"I think there is a world market for maybe five computers." -- *Thomas Watson, chairman of IBM, 1943.*

"This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us." -- *Western Union internal memo, 1876.*

"Drill for oil? You mean drill into the ground to try and find oil? You're crazy." -- *Workers whom Edwin L. Drake tried to enlist to his project to drill for oil in 1859.*

"There is not the slightest indication that nuclear energy will ever be obtainable. It would mean that the atom would have to be shattered at will." -- *Albert Einstein, 1932.*

Possible???

No more physical offices

No more permanent workers/ employees

No more computers – no touch interfaces

No more drivers – all vehicles run by satellite

No more physical doctors – Digital healthcare

Localization vs Globalization

Cloud based businesses

Water shortage and water related wars

Ethical changes

No one works for salary any more

Characteristics of Strategic Thinkers

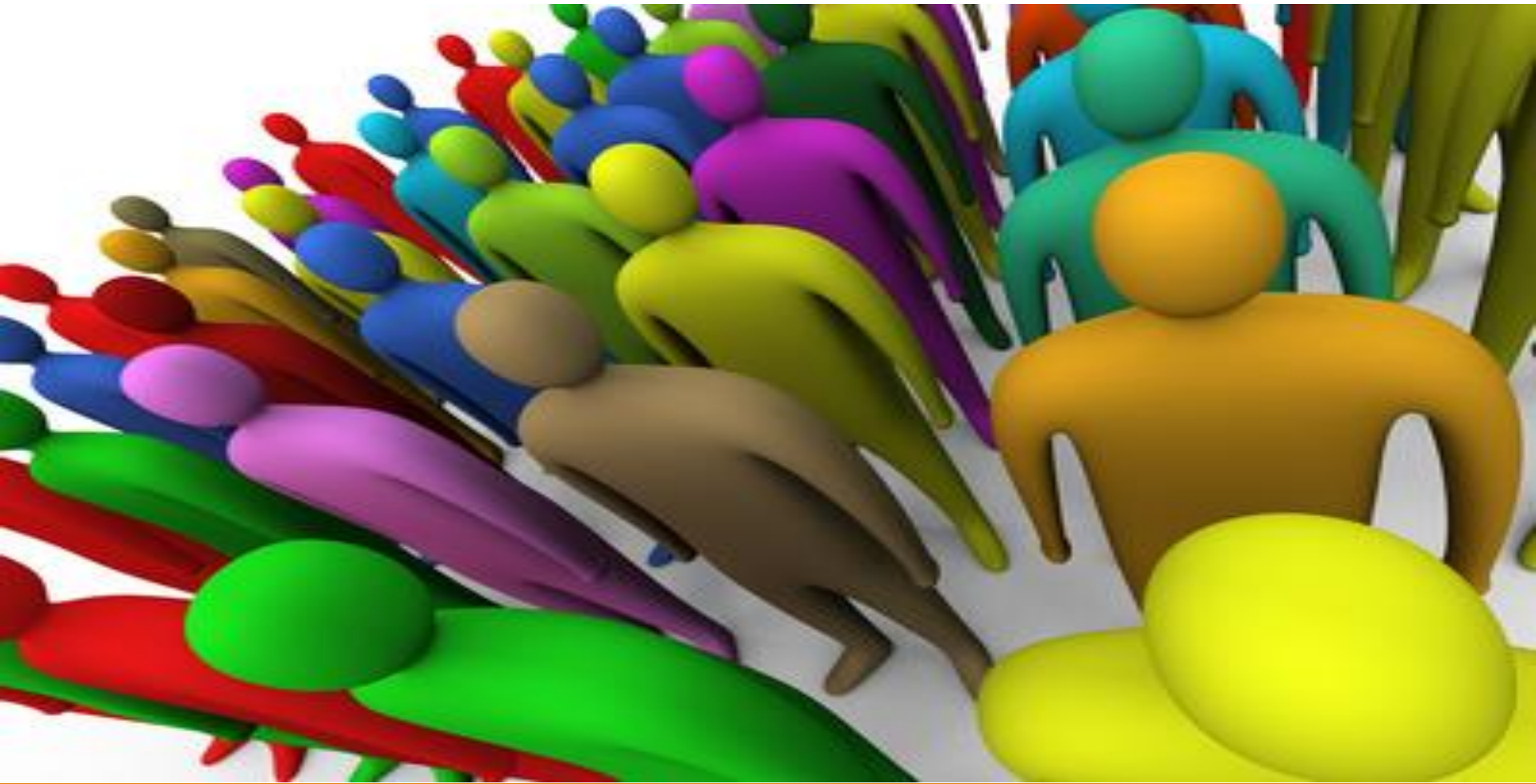
Open mind...



Systems thinker...



Accept diversity...



Think outside the box...



Think outrageously at times...



Curious...



Optimistic about creating
the future...



Challenge assumptions...



Aware of own worldview...



Are compassionate...



...and, seek and foster collective wisdom



Create

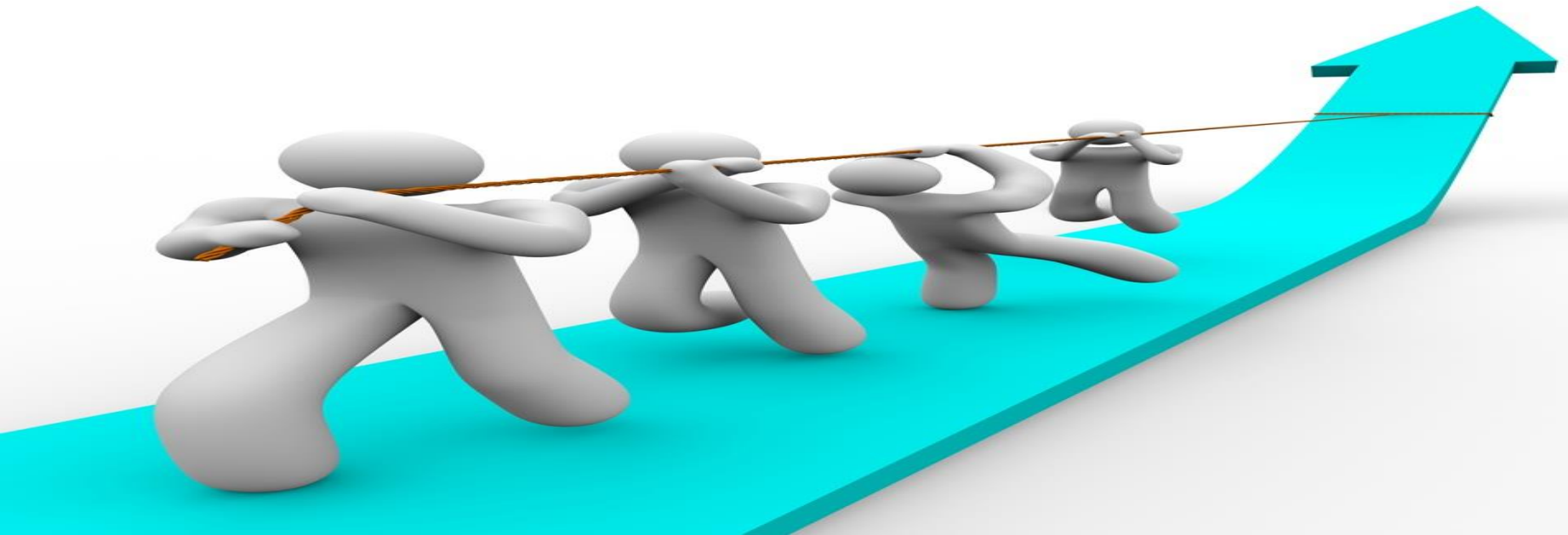


- Overcome the tension between day-to-day demands and time to think.

The gap between reactive and proactive futures is bridged by making time for strategic thinking..

Strategic Thinking – whose job is it?

- Not just something done by higher ups..
- Involvement at all levels
- Link personal goals to organizational goals
- Unleash the team's strategic capacity



Avoid outsourcing your thinking



- Avoid outside consultants to fix strategic challenges.
- Force your team to think for themselves, take responsibility and implement their ideas.

Strategic Planning

Focus of Strategic Planning

Where are we today?

Where do we want to get to?

How do we get there?

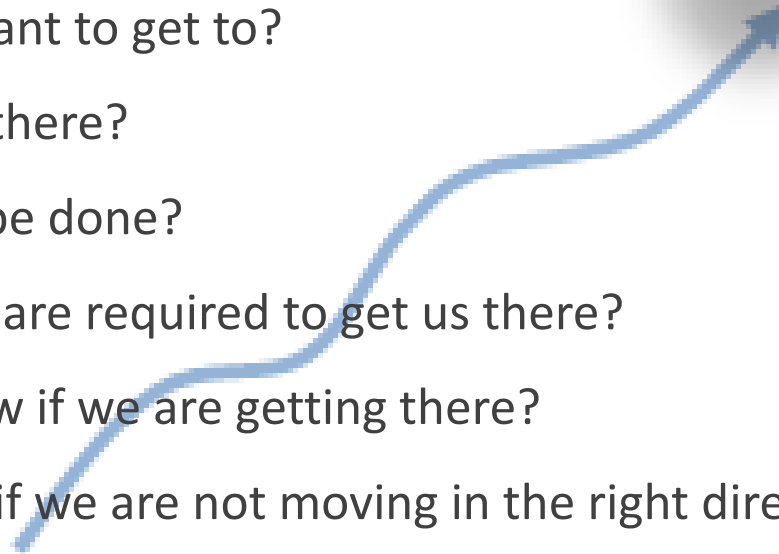
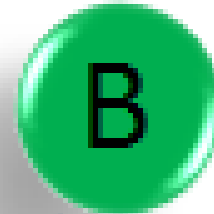
What needs to be done?

What resources are required to get us there?

How do we know if we are getting there?

What do we do if we are not moving in the right direction?

What do we do when we get there?



Some common Pitfalls

- Not Strategic enough
- Not addressing the right issues
- Trying to do too many things at the same time / Lacking focus
- Not keeping it simple
- Not developed jointly by all relevant parties
- Not having the right people at the table
- Outsourced to consultants



Some common Pitfalls

- Not led by Strategic Thinkers
- Not supported by Top Management
- Developing a wish list instead of a plan
- Failing to establish **accountability and responsibility**
- **Lacking follow through**



Arab Peninsula Regional Group

VISION: (VISUALIZE THE FUTURE IMPACT THAT YOU WILL HAVE)

MISSION: (WHAT IS IT THAT YOU ARE HERE FOR?)

Strategic Objectives	High level Initiatives	Projects/ Activities	Timeline	KPI	Responsibility	Remarks
1	1.1	1.1.1				
		1.1.2				
	1.2	1.2.1				
		1.2.2				
2	2.1					
	2.2					
3						

* Not more than 4-5 Strategic Objectives

** KPIs to be quantifiable as much as possible

All The Best
