

Strategic Coaching

Am I Strategic, Tactical or Operational?

Disagree ←————→ Agree

TS

I consult other areas of the organisation before making decisions	1 2 3 4 5 6 7 8 9 10
I can easily spot connections between people, things and events	1 2 3 4 5 6 7 8 9 10
I fully understand the impact of our actions on other departments	1 2 3 4 5 6 7 8 9 10
I reach out to other areas of the organisation (and beyond) to engage them in discussion	1 2 3 4 5 6 7 8 9 10
I understand the end to end customer experience	1 2 3 4 5 6 7 8 9 10
I continually review systems and how they can be improved	1 2 3 4 5 6 7 8 9 10

TS Total

TC

I understand where change comes from and why it is necessary	1 2 3 4 5 6 7 8 9 10
I regularly discuss the external marketplace with my manager, peers, with the team	1 2 3 4 5 6 7 8 9 10
I follow news events and business news in particular	1 2 3 4 5 6 7 8 9 10
I ask questions at management briefings	1 2 3 4 5 6 7 8 9 10
I am comfortable in discussing revenue and how to generate more income	1 2 3 4 5 6 7 8 9 10
I regularly follow what our competitors are doing	1 2 3 4 5 6 7 8 9 10

TC Total

TF

I am receptive to new ideas and ways of doing things	1 2 3 4 5 6 7 8 9 10
I understand where change comes from and why it is necessary	1 2 3 4 5 6 7 8 9 10
I react quickly when I spot an opportunity	1 2 3 4 5 6 7 8 9 10
I seize the initiative when others hesitate	1 2 3 4 5 6 7 8 9 10
I can instantly see options and choices in situations	1 2 3 4 5 6 7 8 9 10
I could easily create a list of business improvements I have thought of	1 2 3 4 5 6 7 8 9 10

TF Total

TT

I have a good sense of “the past” and where the organisation has been in the last 2-3 years	1 2 3 4 5 6 7 8 9 10
I can anticipate what is ahead and pro-actively deal with events	1 2 3 4 5 6 7 8 9 10
I talk to the team about the future and what we need to do to get there	1 2 3 4 5 6 7 8 9 10
I can identify where the gaps are between where we are now and the future state	1 2 3 4 5 6 7 8 9 10
I can identify trends and how events are likely to develop	1 2 3 4 5 6 7 8 9 10
I create a sense of urgency and anticipation for what lies ahead	1 2 3 4 5 6 7 8 9 10

TT Total

TB

I am comfortable working from a blank sheet and thinking “What if?”	1 2 3 4 5 6 7 8 9 10
I use specific tools like brainstorming or mind maps to stimulate thoughts	1 2 3 4 5 6 7 8 9 10
I think of the wider implications and the big ideas	1 2 3 4 5 6 7 8 9 10
I can take a basic idea and develop it	1 2 3 4 5 6 7 8 9 10
I stop myself from being too critical/analytical when first approaching ideas and issues	1 2 3 4 5 6 7 8 9 10
I allow ideas and options to flow before evaluating them	1 2 3 4 5 6 7 8 9 10

TB Total

TCr

I make decisions based on logic	1 2 3 4 5 6 7 8 9 10
I look for evidence to support actions and decisions	1 2 3 4 5 6 7 8 9 10
I test out assumptions before finalising decisions	1 2 3 4 5 6 7 8 9 10
I test out the implications of decisions before taking action	1 2 3 4 5 6 7 8 9 10
I can view a problem from a number of different perspectives	1 2 3 4 5 6 7 8 9 10
I generate questions that test “What is...?” (the best, easiest, most efficient, best for customer)	1 2 3 4 5 6 7 8 9 10

TCr Total

TS – Think Systems
TT – Think in Time

TC – Think Commercially
TB – Think Broadly

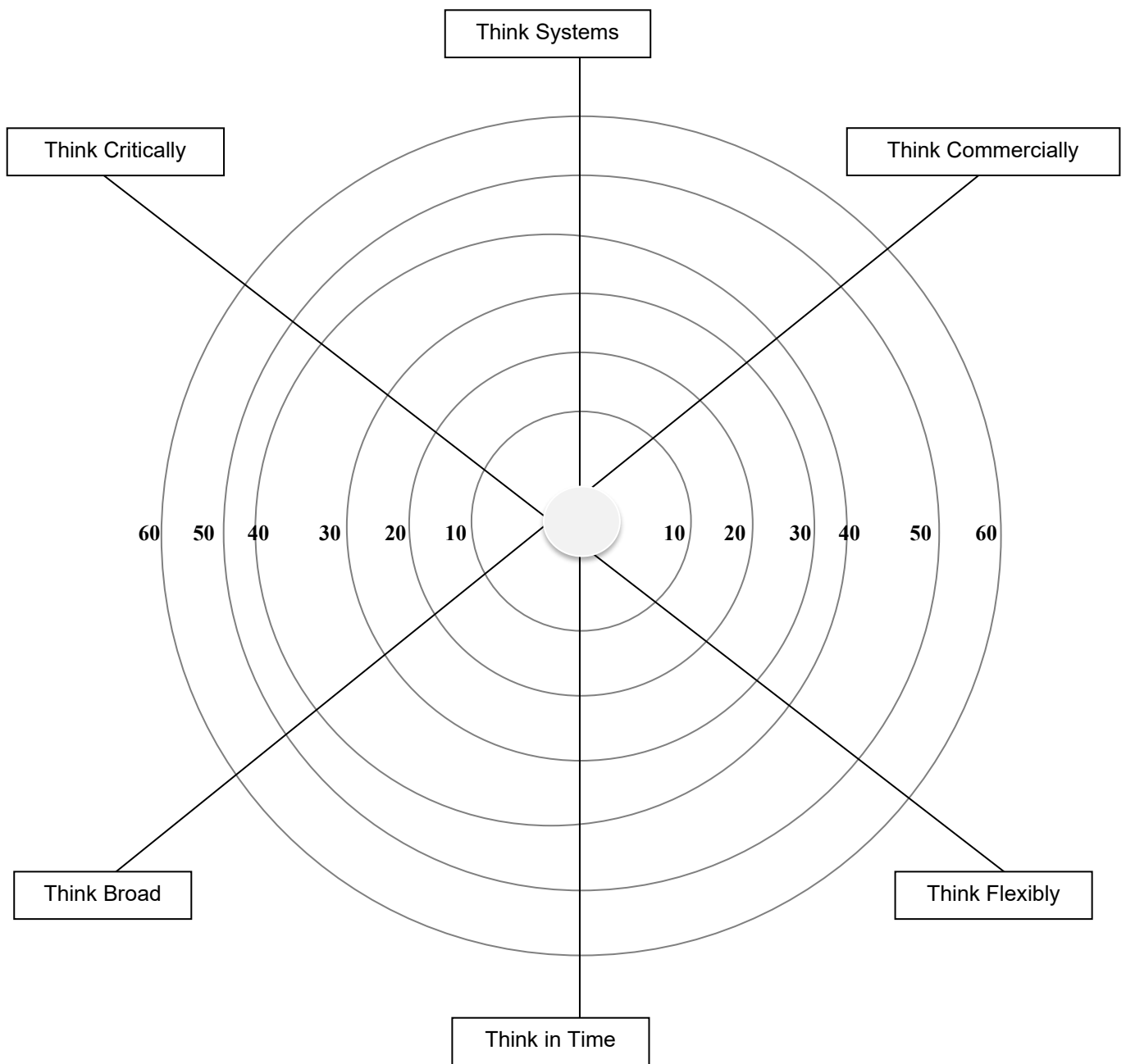
TF – Think Flexibly
TCr – Think Critically

360 Wheel of Strategic Thinking

Working in pairs/triads identify key areas you want to work on.

Relate the characteristics of Strategic Thinking to the Leadership Behaviours and imagine the impact you would make if you developed these as skills.

“What would people see, hear and experience from you as a Strategic Thinker”?



The competencies are adapted from various sources including Professor J Liedtka (1998) and we have made these more accessible by defining them as follows:

Think Systems	The thinker has a mental model of the complete end to end system, how we create value and understand the interdependencies within it. It is about having a mental model of “how the world works” and understands the internal and external context of the organisation.
Think Commercially	The thinker has a clear view of our intention and place in the marketplace. It includes having a view of the long-term market and our competitive position. The thinker fulfills promise in exploring competitive advantage and has a “sense of destiny” and emotional connection to our direction.
Think Flexibly	The thinker is able to think intelligently about new opportunities and is open to the possibility of new strategies emerging. The thinker in this domain helps the organisation to adapt without having to rely on top management foresight
Think in Time	The thinker is able to make connections between the past, present and future. In particular they are able to articulate the gap between today’s reality and the intent for the future. The past shouldn’t be ignored as it is often has predictive value. Being able to flick backwards and forward is a key aspect of thinking in time.
Think Broadly	The thinker is able to generate possibilities through hypothesis. Questions arise such as “How might we..” and “What if we..”. Thinking broad involves diverging thought without the need for immediate critique, it is about creating, synthesizing and generating new thoughts, ideas and concepts.
Think Critically	The thinker is able achieve specific outcomes through testing, refining and answering questions relevant to critical thinking. Thinking at this level is free of “ego” and intuition and involves setting our rational arguments, using logic and testing assumptions.

LINE of SIGHT



You / Board

Your
Organisation

Markets

Wider
World

Model: PESTLE

POLITICAL

ECONOMIC

SOCIAL

TECHNOLOGICAL

LEGISLATIVE

ENVIRONMENTAL

Reflective Questions

1. What is happening Politically, both on a national, European or Global level that impacts on what we do?
2. What is the outlook Economically and how do you see the economics of higher education in the future?
3. What Social changes are happening that affect the way we work, or the way people interact with education or our institution?
4. What Technological changes can we see taking place that will affect how we work and learn?
5. What Legislative changes are taking place, or might take place, that will impact on us or on our students?
6. What Environmental changes or initiatives will we need to consider?