

STRATEGIC THINKING: **competence for smart officer**



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What to do in 1 + 1/2 days



Strategic Thinking

- What & Why



Way to gain strategic thinking

- Game theory, Creativity & Scenario planning



Applicability

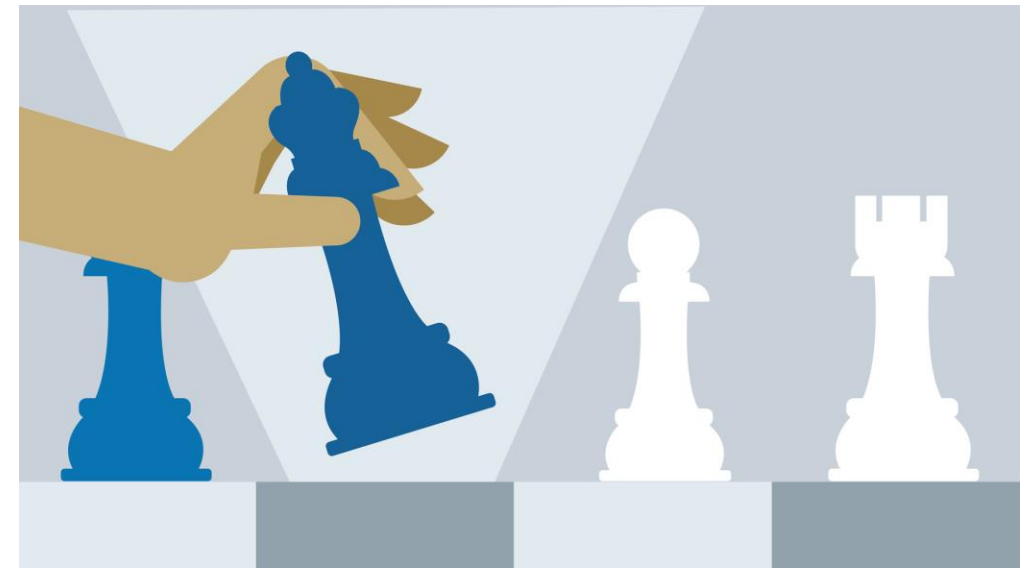
- Strategic Planning



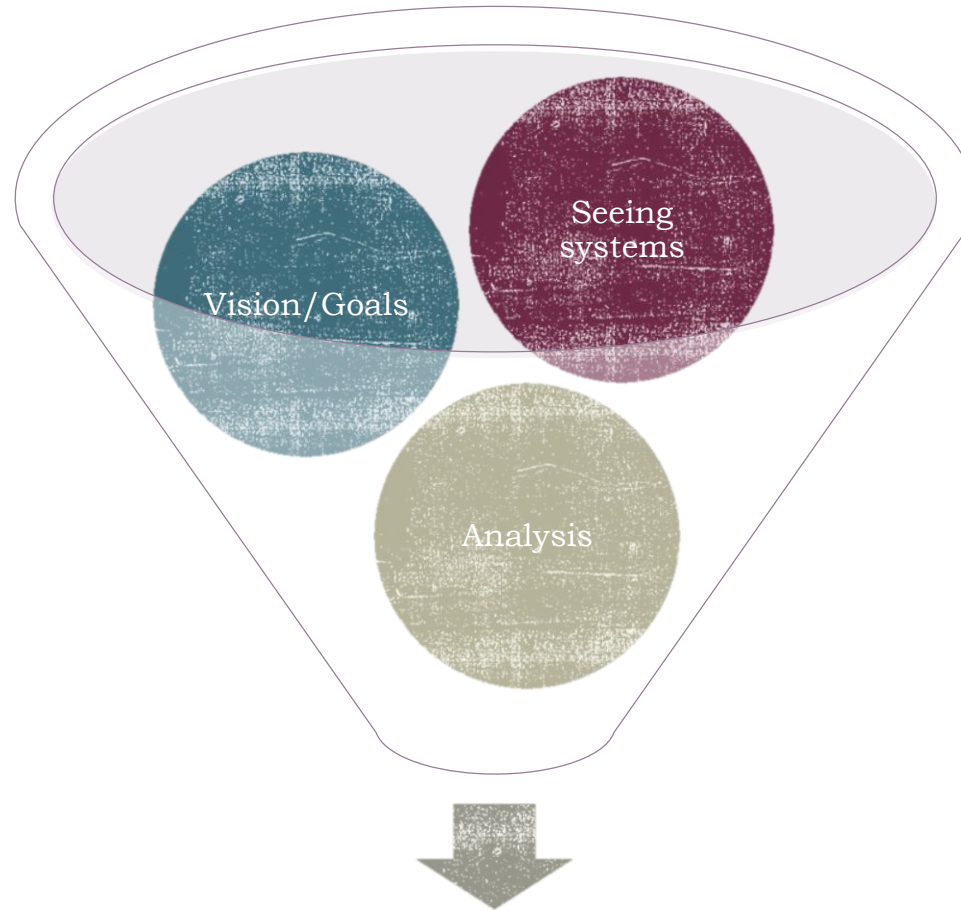
What is strategic thinking?

“At this point, there is no generally accepted definition of the term, no common agreement as to its role or importance, and no standardized list of key competencies of strategic thinkers.”

Wikipedia



What is strategic thinking? Take 2!



**The ability to see WHAT IS - and what COULD be –
and MAKE CHOICES that lead to DESIRED OUTCOMES.**

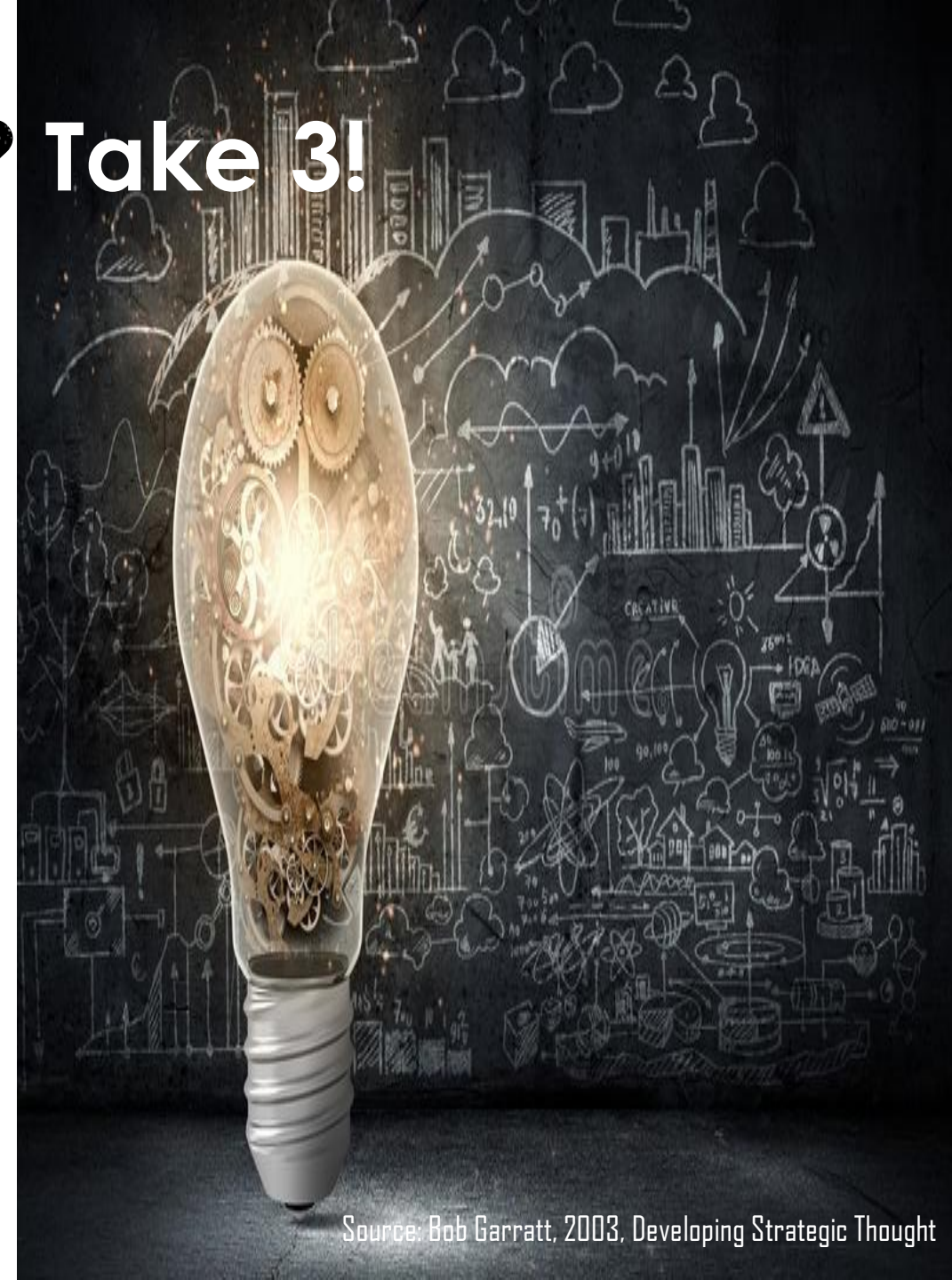


What is strategic thinking? Take 3!

Strategic thinking focuses on **finding and developing unique opportunities** to create value by enabling a provocative and creative dialogue among people who can **affect an organization's direction.**

It is a way of understanding the **fundamental drivers** of a business and **challenging conventional thinking** about them, in discussion with others. Finally, strategic thinking is having an awareness of what has **NOT yet taken shape**, having **foresight.**

It is the **INPUT** to strategic planning.



Source: Bob Garratt, 2003, Developing Strategic Thought

Components of Strategic Thinking

Vision/goal driven.

Analytical.
(Makes sense of diverse input and data.)

Sees systems.
(causes, relationships, leverage points)

Focused on
long term
forces, trends, impacts.

Weighs
decisions
against
criteria.

Thinks across
past, present and future.

Anticipates
unwanted events and risk.

Allows for
“**intelligent opportunism**”

Questions
assumptions, habits and conclusions.



Strategic vs Non-strategic

Strategic

- Broad view with zoom in
- Abstract with powerful engagement of imaginations
- Abstraction illustrated with concrete examples
- Important, framework breaking ideas
- Embraces alternatives & uncertainties
- Aims to achieve an over-arching goals

Non-strategic

- Narrow view
- Concrete without engagement of imaginations
- Concrete illustrations only
- Generally understood ideas that fit within a consensus framework
- Embraces neither alternatives & uncertainties
- Focuses on supporting goals

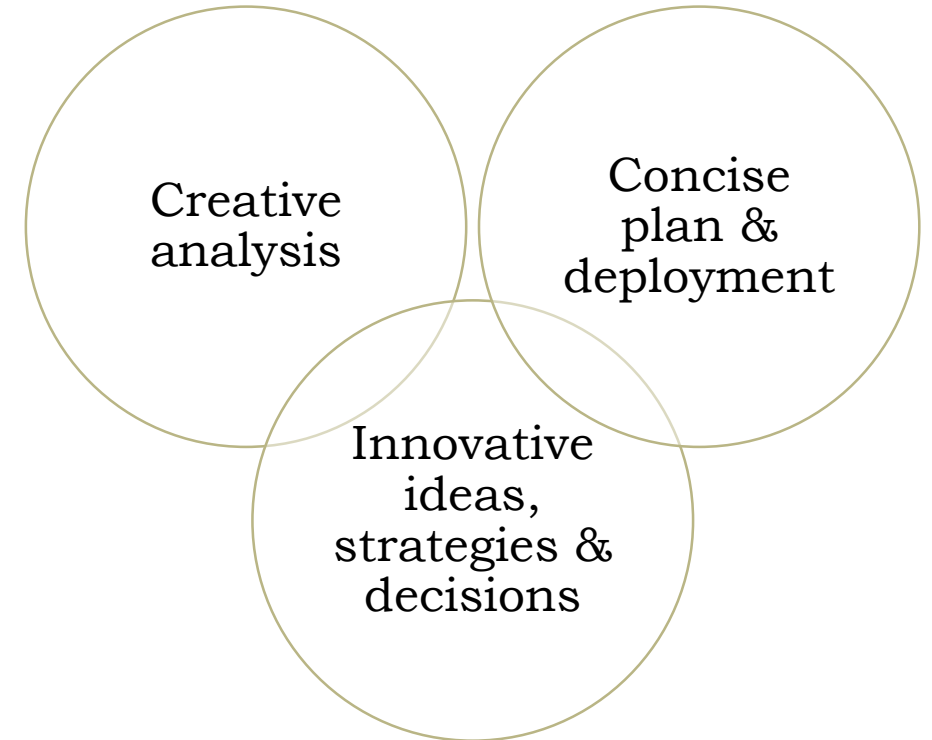


Why think strategically?





KEY OUTPUTS



Benefits of strategic thinking

- 
- A faint, stylized background image of a hand in a suit sleeve moving a chess piece. The hand is light gray, and the chess piece is dark gray. The piece is being moved from a square on the left to a square on the right. The squares are also faintly visible.
- Save time and effort
 - Maximize limited resources
 - Attract funding
 - Draw people involvement
 - Enhance chances of success
 - Increase job satisfaction
 - *Try to overcome the world!*

1. Know what difference you want to make
2. Choose your actions accordingly



Key questions to help shape thinking

- What is our goal/purpose?
- *What key problems, causes and solutions do we exist to address?*
- *What are past, current and possible future trends?*
- What are the key opportunities and threats we face? (Where is greatest leverage? Where is greatest risk?)
- What will it take? What are possible course of action?
- What are the implications of these choices?
- What criteria will we use to choose and evaluate a course of action?
- How does our plan intersect with other goals/plans?



How to constantly sharpen strategic thinking



Question your own
views



Listen to different
viewpoints



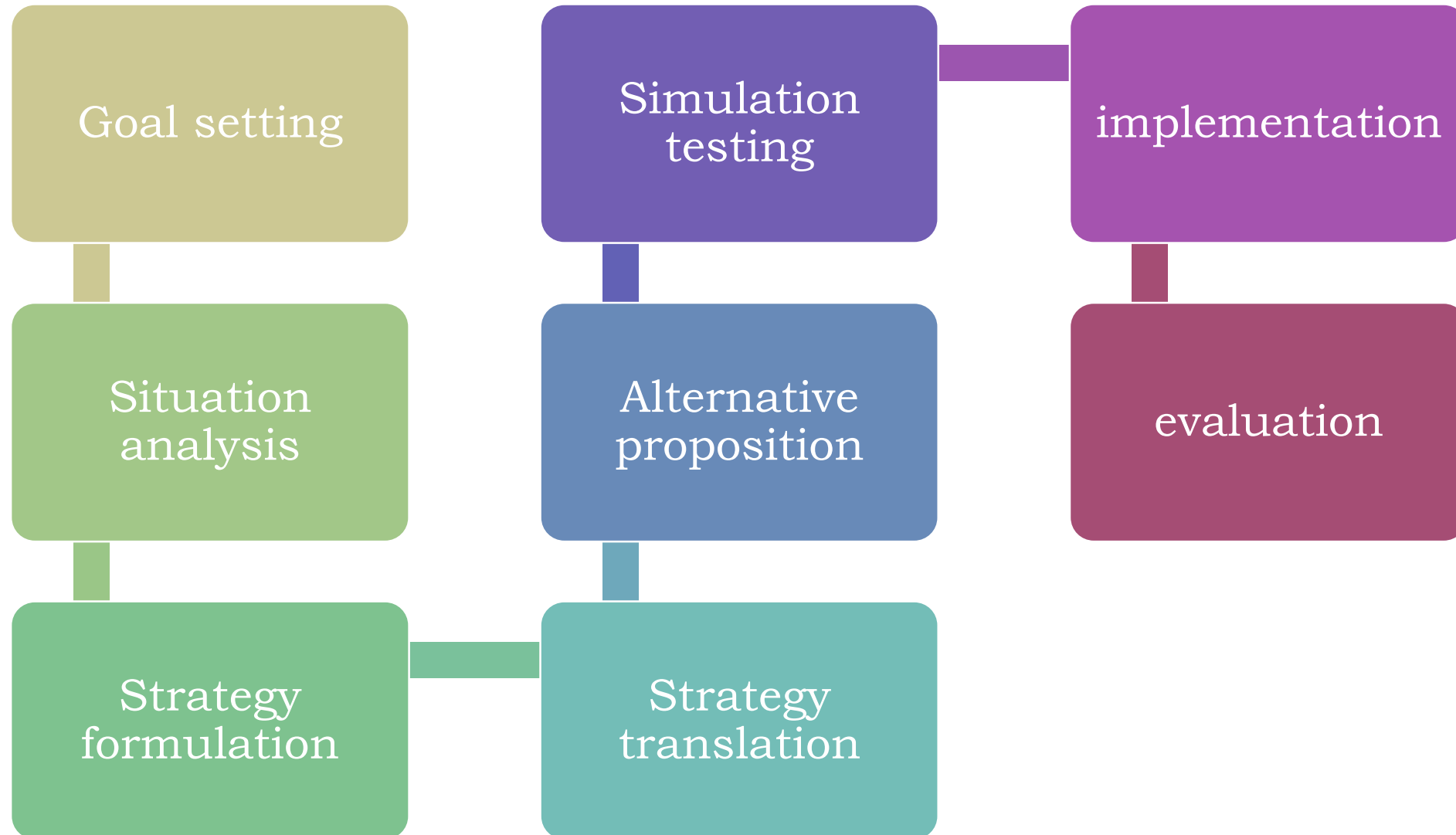
Surround yourself by
different expertise areas



Put yourself in different
environments for
different perspectives



Key main activities of strategic thinking



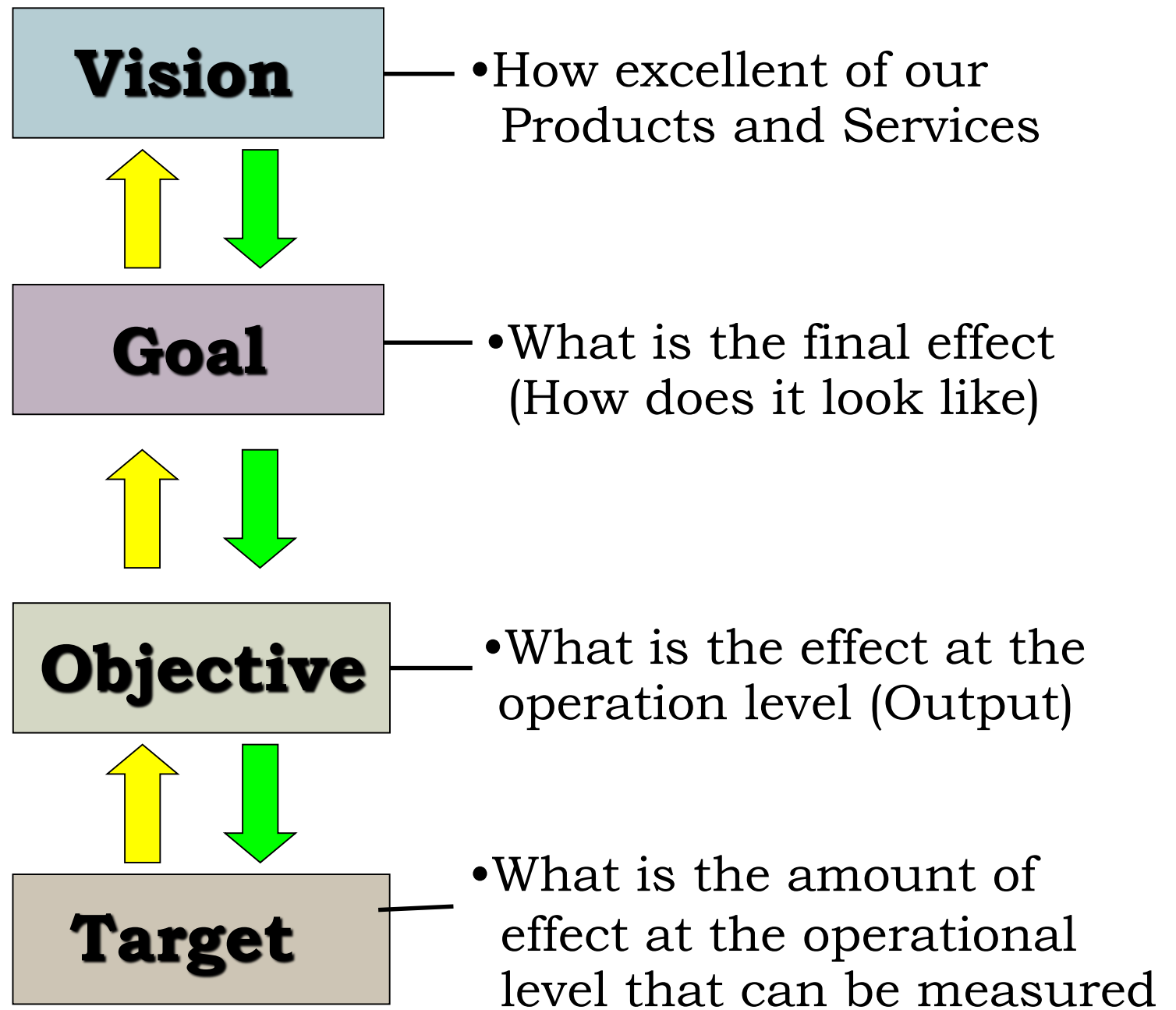
Level of Plan

- **Policy**
- **Strategic Plan**
- **Action (Operational) Plan**
 - **Program**
 - **Project**

Corporate vs Unit Plan

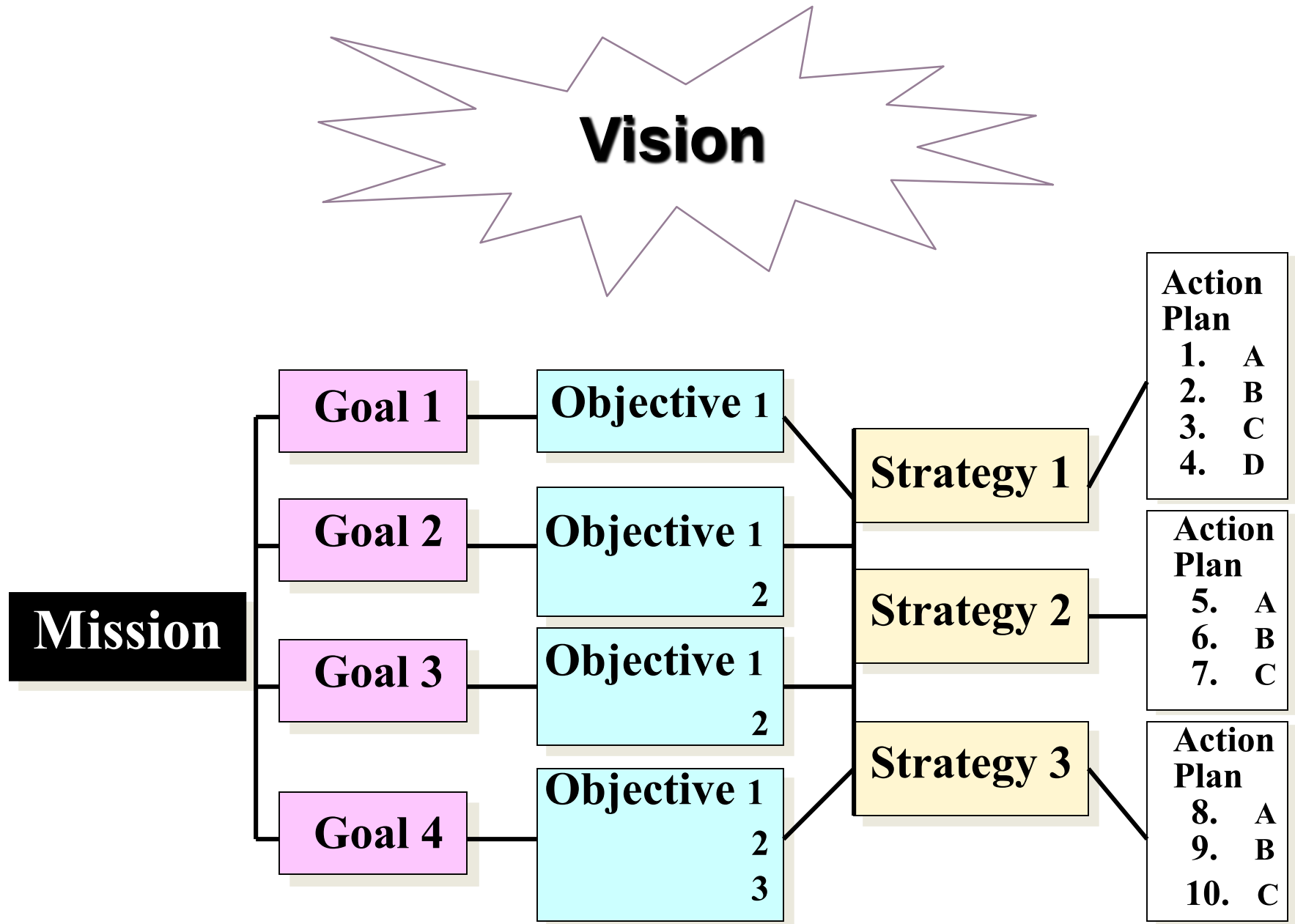


Hierarchy of Purpose



Hierarchy of Action





Strategic THINKING vs. Strategic PLANNING

STRATEGIC **THINKING**



VS

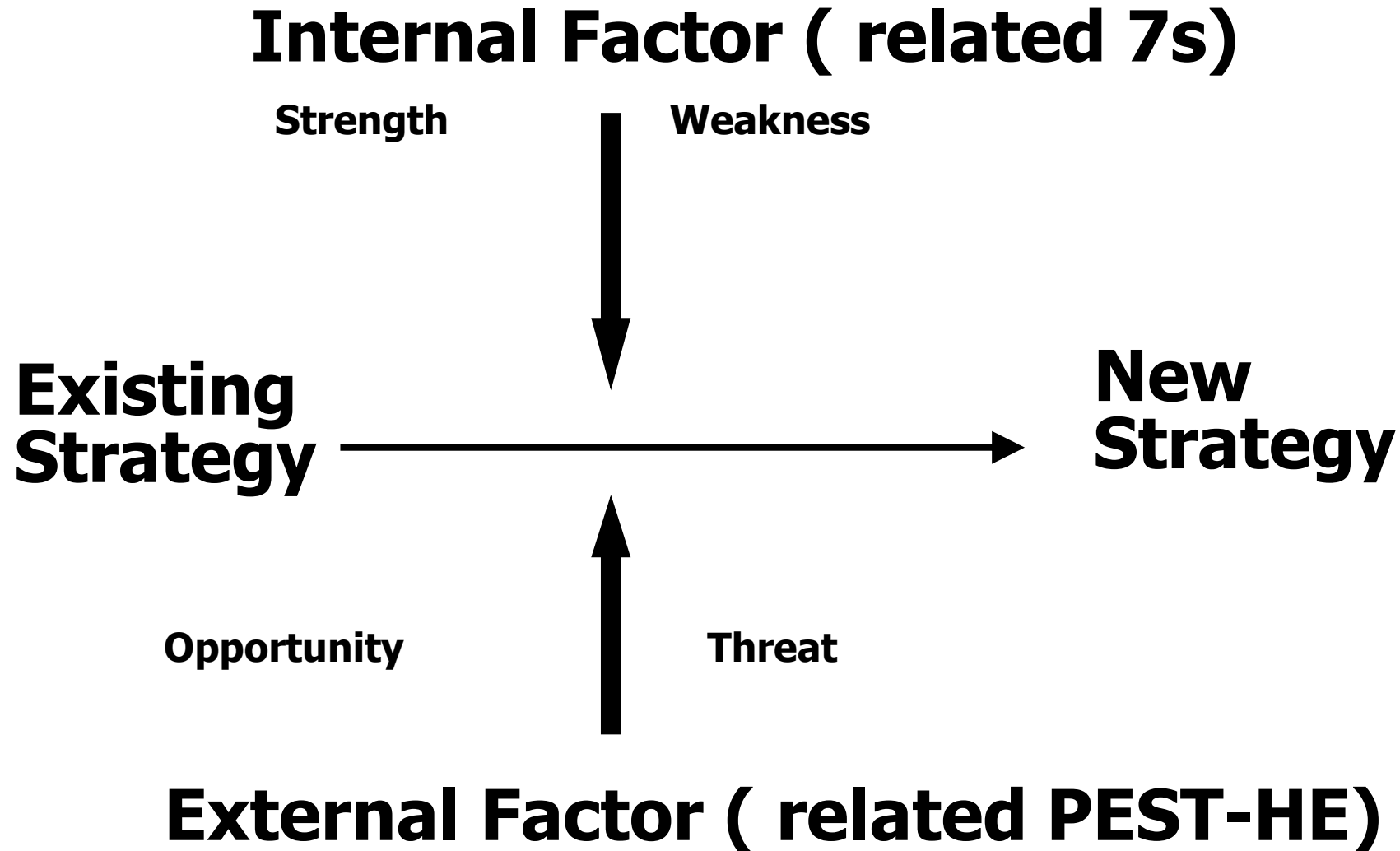
STRATEGIC **PLANNING**



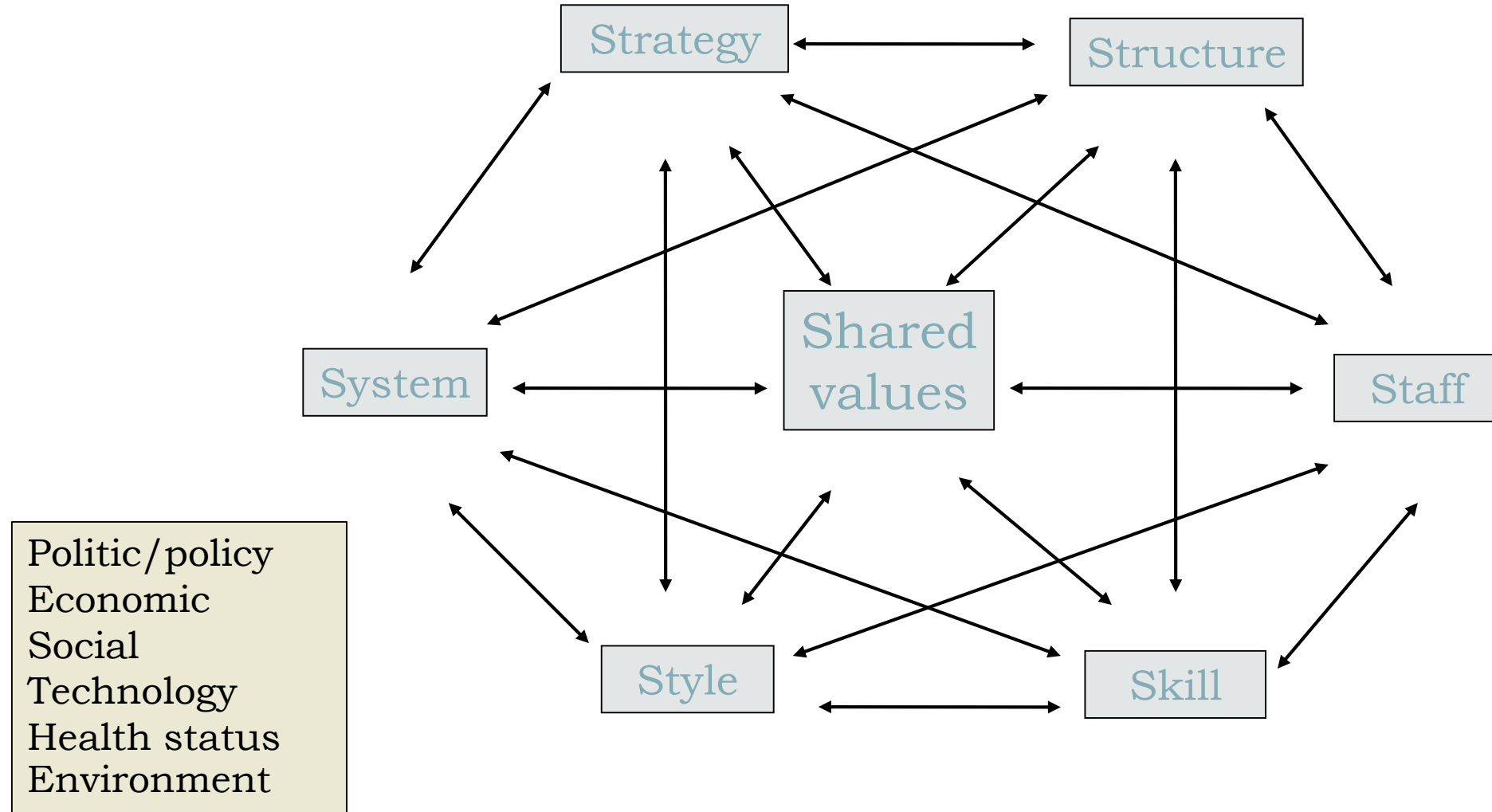
When will we do SWOT analysis



SWOT for improving strategy



McKinsey's 7-S model & PEST-HE



Strategy
formulation
from SWOT
analysis =>
TOWS Matrix

EXTERNAL FACTORS	INTERNAL FACTORS	จุดแข็ง STRENGTHS - S	จุดอ่อน WEAKNESSES - W
	โอกาส OPPORTUNITIES - O	SO STRATEGIES ใช้จุดแข็ง เกาะกุมโอกาส	WO STRATEGIES เอาชนะจุดอ่อน โดยอาศัยโอกาส
	ภัยคุกคาม THREATS - T	ST STRATEGIES ใช้จุดแข็ง หลีกเลี่ยงอุปสรรค	WT STRATEGIES ลดจุดอ่อนและ หลีกเลี่ยงอุปสรรค

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	โอกาส OPPORTUNITIES - O	SO STRATEGIES กลยุทธ์เชิงรุก (Aggressive Strategies)	WO STRATEGIES กลยุทธ์พลิกฟื้น (Turnaround Strategies)
	ภัยคุกคาม THREATS - T	ST STRATEGIES กลยุทธ์การอยู่กับที่ (Stability Strategies)	WT STRATEGIES กลยุทธ์ตัดทอน (Retrenchment Strategies)



Different types of strategic planning at different levels within the organization

External issues

Customer perspective	Product/Service perspective
Price Quantity Availability Selection Functionality Service Brand	

Internal issues

Financial perspective	Operational structure	Learning and Growth
Productivity Strategy Revenue Growth Strategies	Operations Customer management Innovative processes Regulatory and social processes	Human capital Information capital Organisation capital



Prevailing Organization Strategy



Acquisition

Diversification



Retrenchment



**Geographic
expansion**

**Joint
venture**

**Product
development**



Divestiture



**Market
penetration**



**Do you think
strategic thinking
essential for your
organization? Why?
How to apply it?**

