

Thinking and Acting Strategically

2-Day In-house Leadership Development Workshop

**Designed and Led by Terry Blaney,
Executive Coach and former Shell Senior Executive**

Program Objective:

To harness the strategic talent within leaders and leadership teams through developing a heightened sense of awareness of what strategic thinking is, the necessary mindset, skills, and capabilities it musters, and to how to apply and leverage this skills through the active application of tools and process.

An Overview:

Industry leaders seemingly come and go, build momentum and widen their economic moat, defend their heartlands and boldly pursue new markets and opportunities, only to see value quickly evaporate in the face of competitive innovation, fickle consumers, and marked shifts in demand.

Leaders who win are those with distinctive leadership edge - the ability to access and understand information faster, make decisions with urgency, and most importantly, to amass and focus their resources quickly to implement, much to the delight of their customers and the chagrin of competitors. This creates resilient and nimble organizations. Resilience is the uncanny ability to anticipate where the value will be, interpreting societal attitudes, preference shifts, shifts in market equilibrium, and the potential for new technologies. Leaders who have vision, are steeped in opportunism, and possess the will to seize strategic advantage with bold strokes will win.

Thinking strategically is not conventional strategic planning, nor the simple distillation of your business plan. Strategic Thinking is a discipline unto itself, the forte of thought leaders who are passionate about who their company is and what it can become who understand the intricacy of their business model, and where new value pools may be possible. The strategic thinker harnesses both creative and critical thinking styles, reflect on, and reframe the obvious,

hypothesize new value propositions that can capture the hearts and minds of new stakeholders.

Designed and delivered by Terry Blaney, a former executive with Shell, who previously led large oil businesses in North America and Asia, and now a successful independent consultant residing in Shanghai, this workshop is designed for today's crop of leaders, to fortify their strategic thinking muscle, increasing their capacity to contribute and compete as successful global leaders. This program will enable leaders to think differently about how they think.

Who Will Benefit:

Executives, leaders, leadership teams and emerging organizational talent from various backgrounds business, government, NGO's. This program is geared to create practitioners capable of operated at an elevated state of strategic thinking, building their foresight capability, making and taking decisive actions to create sustainable advantage.

Four Reasons to Attend:

1. Improve the leadership quality and contribution to the strategic thinking process inside your business.
2. Understand your business' positioning relative to past performance in relation to competitors and the gap relative to the future challenges.
3. How to create new conversations within your leadership teams, heightening potential opportunities and heading off competitive threats before they become a reality.
4. Gain heightened self – awareness of your style and how that affects how you think, and how your interactions with others affects their individual thinking capacity/effectiveness.

Program Outline:

Day One

Getting Started

- Setting expectations, goals, and outcomes
- Clear understanding of strategy and strategic thinking - what it is, who uses it, when and how
- How strategic thinking differs from, and accentuates strategic planning

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- Introducing the framework for the workshop
 - * Introduce Client customization – potential action learning project and process

Building Individual /Strategic Team Self-Awareness

- Understanding individual behavioral and thinking preferences (MBTI Preferences Types)
- How type influences your thinking style – strengths and potential blindspots
- Leveraging thinking diversity within teams

Leveraging Core Traits of Strategic Thinkers

- **Business Acumen** - exercising your experience and knowledge base, business models, eco-systems, commerciality, sustainability
- **Capacity** - latent capabilities, energy, absorption,
- **Future Orientation** – living in a futurist’s world, emerging possibilities and outcomes
- **External** - expansive range of interests, seeking metaphors and analogies, unconventional opportunism
- **Curiosity** - seeking to understand, discovery of insights, dissection and re-assembly
- **Restlessness** - appetite for change, unsatisfied with the present state, compulsion to act
- Relevant Case study to discover and highlight traits

Introduction to Systems Thinking

- Interconnectivity
- Forming Mental Models and Structures
- Patterns of Behavior and Conduct, Individual Events
- Issue Trees, Root Cause and SCP Analysis
- Dislocations and Unintended Consequences
- Power of Reflection and Reframing with multiple lenses

Day Two

Strategic Thinking Process

- **Leidtke Model** of ST Process

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- **Legacy** – Mission, competitive position, sources/limitations of strength, permission
 - **Destiny** – aspiration, direction, commitment and channeling resources,
 - **Business Model** – value creation and destruction,
 - **Intelligent Opportunism**– perpetual scanning, strategy funnel
 - **Hypotheses Generation** – mental model application, reframing and reflection, source innovation

Setting the Frame

- Developing and refining your mental models - perpetually connecting the dots
- Understanding Your Business Model
 - Competitive Intensity (Porter)
 - Eco-system/ Value Chain
 - Measuring Performance, Value Drivers (Selden)
- Creativity, Innovation and the importance of connectivity
- Contemplating disruption, dislocation and unconventional competition
- Scenarios - planning for the long term, alternative views
- Case Study

Building Resilience - Anticipating the Future

- Discovering insights – consumer, competition, society, environment
- 5 C's
- PESTEL
- Reframing - Multiple Stakeholder lens sharpening
- Leading Change
 - Assessment of Sponge Capacity
 - Building the Case
 - Sponsorship, leadership and process
 - Urgency and Being Nimble

Enabling Strategy Development

- Funneling from possibilities to probabilities
- Creating a Sustainable Value Proposition and how to win
- Targets and Resource Allocation
- Risk Assessment
- Anticipating Competitive Response
- Strategizing on the Fly

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- Enabling Disciplined Execution
 - Post Investment Reviews – replay, review, refine, reposition

Leadership Effectiveness

- Visionary – Centered, Clarity, Consistency, Communication
- Curiosity – asking questions, and the power of “why”
- Inviting Connectivity : Sharing conjecture and half-baked ideas models on the fly
- Exposing Skepticism – your left hand column
- Suspending Judgments, Exploring Possibilities
- Elevating self-awareness – Meta-cognition, reflection

Optional:

- 1) Case study(ies) at the client’s discretion
- 2) Individual/Group projects
- 3) Internal competition - 4-6 months post workshop

Facilitator Bio of Terry Blaney:



Terry Blaney is Senior Executive Coach and Senior MindSpan Partner. Terry is still enjoying his distinguished career that has spanned over 30 years. A former business executive with Royal Dutch Shell, responsible for large scale business operations in Canada, the USA, and Asia-Pacific, he is now leveraging his depth experience in helping others in the areas of business strategy, opportunity creation and leadership development. Terry believes in developing and shaping a new generation of leaders for China, creating high performance today and, equally important preparing them for the rigors of leading large scale global businesses in the future.

Terry left Shell in 2007 to set up his own independent consulting practice. While in Shell, Terry progressed through 14 different positions, from operational to executive level. Terry was previously the Vice President of Marketing in Shell Canada Ltd (annual sales US\$ 6B), the Director of Downstream Business for Shell China Limited, the General Manager for Shell's North East Asia retail business, and the CEO of a Shell refining subsidiary in the US. These roles placed high demands on leadership, strategic thinking, corporate stewardship and developing future leaders, all areas where Terry excelled. Well experienced in dealing with Board governance, Terry has had significant direct involvement, in Shell, and laterally, with a small-cap high tech Canadian company, as well as Vice-Chair of a major JV between Shell and Sinopec, operating in Jiangsu province.

Terry is a leading consultant on contract with the Gerson-Lehrman Group, a global knowledge network catering to institutional investors and major consultancies seeking specialist advice. In addition, Terry has a strong ongoing affiliation with MindSpan Development as a coach and leadership consultant.

Terry obtained his business degree at the University of Manitoba. Throughout his Shell career, he's been the beneficiary of world class development and learning programs, interacting directly with thought leaders including Peter Senge, Stephen Covey, Jim Collins, Warren Bennis, Larry Selden, Darryl Connor and numerous others.

Terry's coaching and consulting clients include McKinsey, Ford, Boehringer-Ingelheim, Wyeth, DHL, Parker, Ingersoll Rand, Midea, Comau (part of Fiat), SPD Silicon Valley Bank, Agfa Healthcare and Gerson-Lehrman Group.