

Four Traits of Strategic Thinkers

Doug Maris & Robin Champ

Doug Maris



- Certified:
 - Strategic Management Professional
 - Strategic Planning Professional
 - Balanced Scorecard Professional
- Twenty-five years executive leadership and strategy experience
- Strategic Management Certificate – DePaul University
- M.A. / M.Div. – Lincoln Christian University
- Course instructor for:
 - DePaul University
 - George Washington University
 - Lincoln Christian University
- Eleven years in senior living/healthcare:
 - Senior Director of Business Development
 - Executive Director & LNHA for three large CCRCs
- Currently serving on board of directors for ATDChi
- Six years as board member for Abraham Lincoln Memorial Hospital
- As Senior Director of Business Development, developed, launched, and led a strategic planning cycle for a large nonprofit organization with 2,200 employees and \$175 million annual budget
- Enjoys attending children's extracurricular sports and activities, reading, boating, golf, and the Chicago Cubs (sometimes)

Robin Champ



Expert speaker on foresight at multiple forums:

- Association for Strategic Planning
- Federal Foresight Community of Interest
- Palladium Strategy Summit
- National Defense University
- American Society of Microbiology
- Department of Homeland Security
- Environmental Protection Agency
- Department of Energy National Labs
- Defense Innovation Summit
- Centers for Disease Control (CDC)
- IBM



- Director, Strategic Foresight
- Chief of the Enterprise Strategy Division at U.S. Secret Service
- Co-Leads the Federal Foresight Community of Interest (FFCol.org)
- Proclaimed U.S. Army Mad Scientist
- Member of the Global Foresight Advisory Council (GFAC)
- Previously served as Chief of the Global Futures Office at the Defense Threat Reduction Agency (DTRA)
- Bachelor of Science in Journalism/Advertising from the University of Maryland where she was the Outstanding Senior in Advertising, graduating at the top of the Advertising class
- Master of Science in National Resource Strategy from NDU's Industrial College of the Armed Forces
- Harvard Kennedy School, Senior Executive Fellows program graduate
- Recipient of the DTRA Director's Distinguished Civilian Service Medal

Who Are We and What We Do

Our Mission: We help our clients focus, make better decisions and grow by leveraging foresight to think and act strategically.



WE ARE MEMBERS:



Center for Excellence
in Public Leadership

THE GEORGE WASHINGTON UNIVERSITY

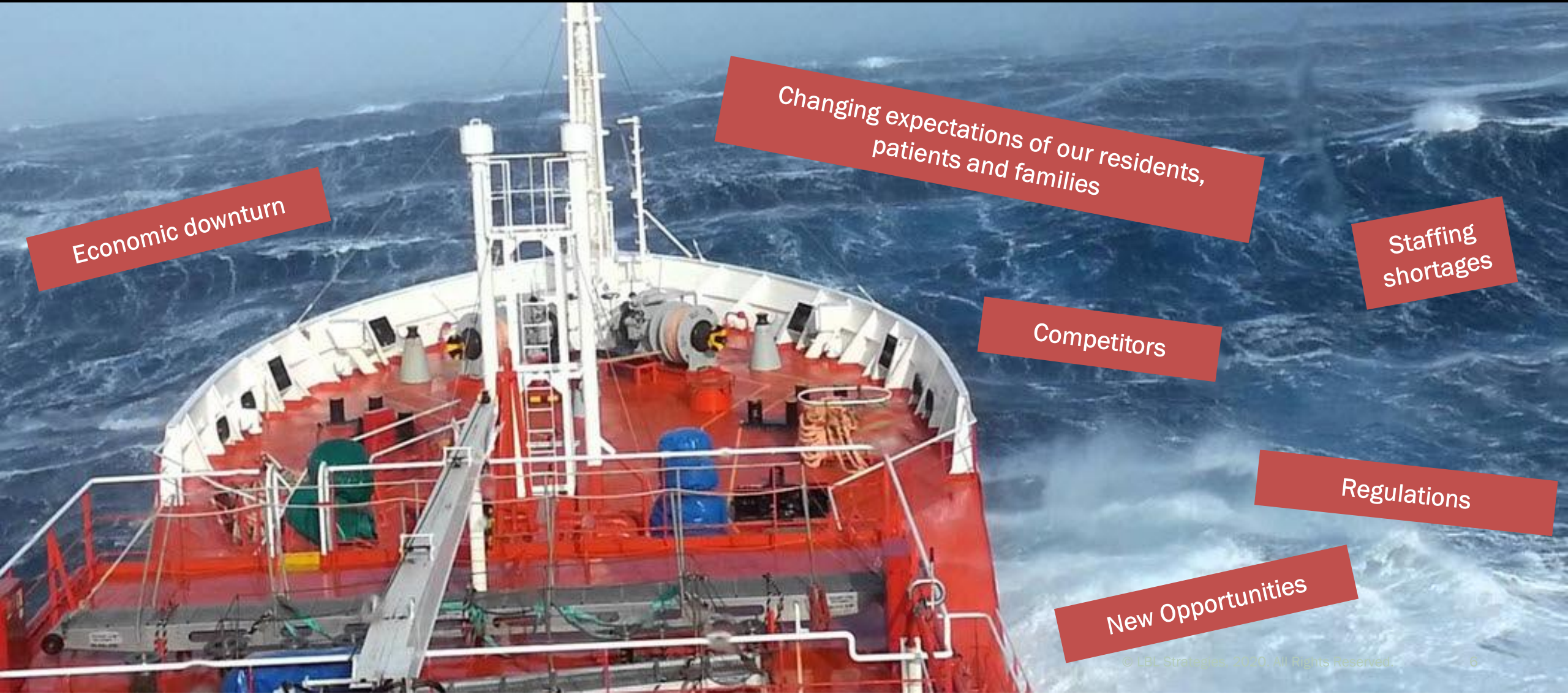


Thinking is the hardest work there is . . .

- Henry Ford



WHY SHOULD LEADERS THINK STRATEGICALLY? TO ADAPT RAPIDLY TO CHANGING CIRCUMSTANCES!



Economic downturn

Changing expectations of our residents,
patients and families

Staffing
shortages

Competitors

Regulations

New Opportunities

Are you more focused on....

**“Doing things right”
(Operations Management)**



**“Doing the right things”
(Strategic Management)**



Strategic Thinkers do BOTH!

Our Definition

“Strategic thinking, in a nutshell, is critical reasoning applied to matters that most influence the future performance and viability of the organization — reasoning at a level of quality and value far above a perfunctory discussion of current conditions. **Strategic thinking focuses on what matters most.**”

BoardSource, Thinking Outside the Boardroom, by Terry Williams

4 Traits of Strategic Thinkers



Trait #1
of Strategic
Thinkers

Cut Frequently



I strongly believe in ruthless prioritization. Sometimes people think of prioritization as only doing things that will have a positive impact on your business. But ruthless prioritization means only focusing on the very best ideas. It means figuring out the 10 things on your list and, if you can't do all 10, doing the top two really well.

Ruthlessly prioritizing can get hard because you're always trying to do more, but it's one of the best and most important ways to stay focused.

A portrait of Sheryl Sandberg, COO of Facebook, smiling. She has dark, wavy hair and is wearing a dark blue top with a gold necklace. The background is a solid grey.

facebook

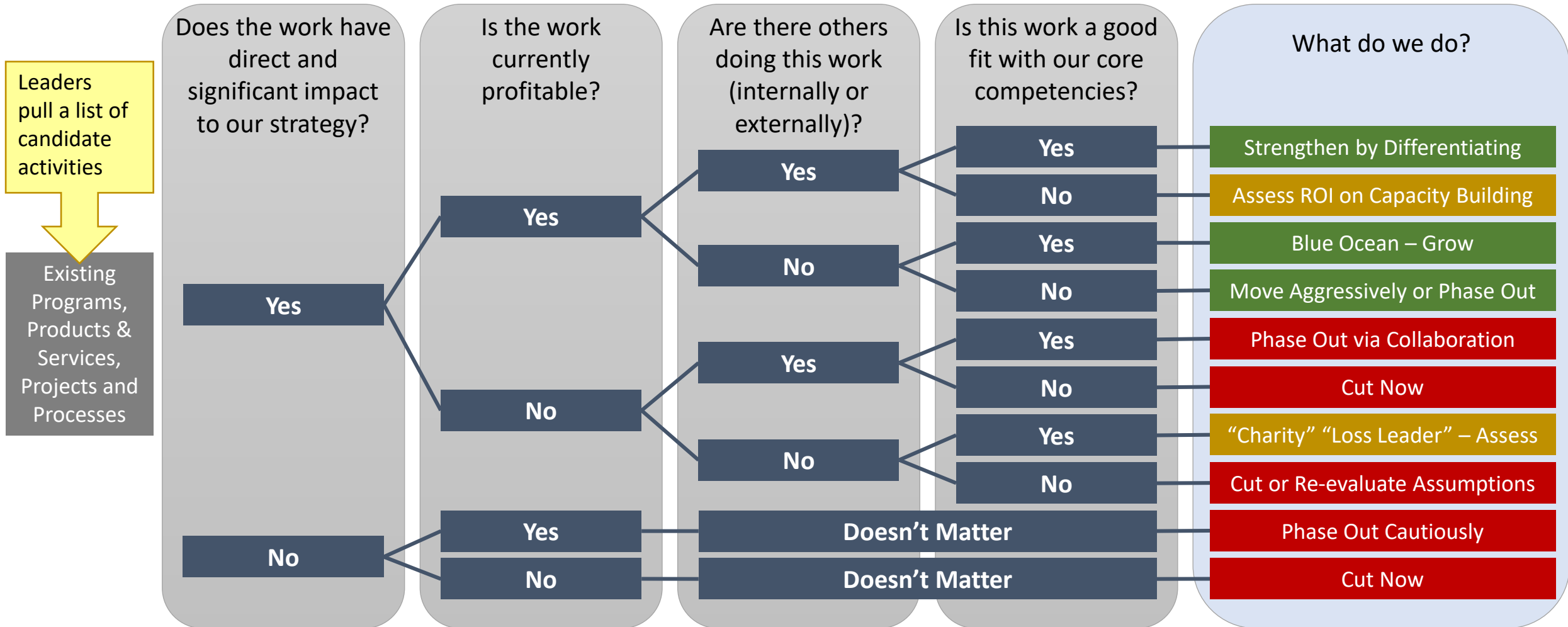
Sheryl Sandberg – COO

"Focusing is about saying no"

Steve Jobs
WWDC '97



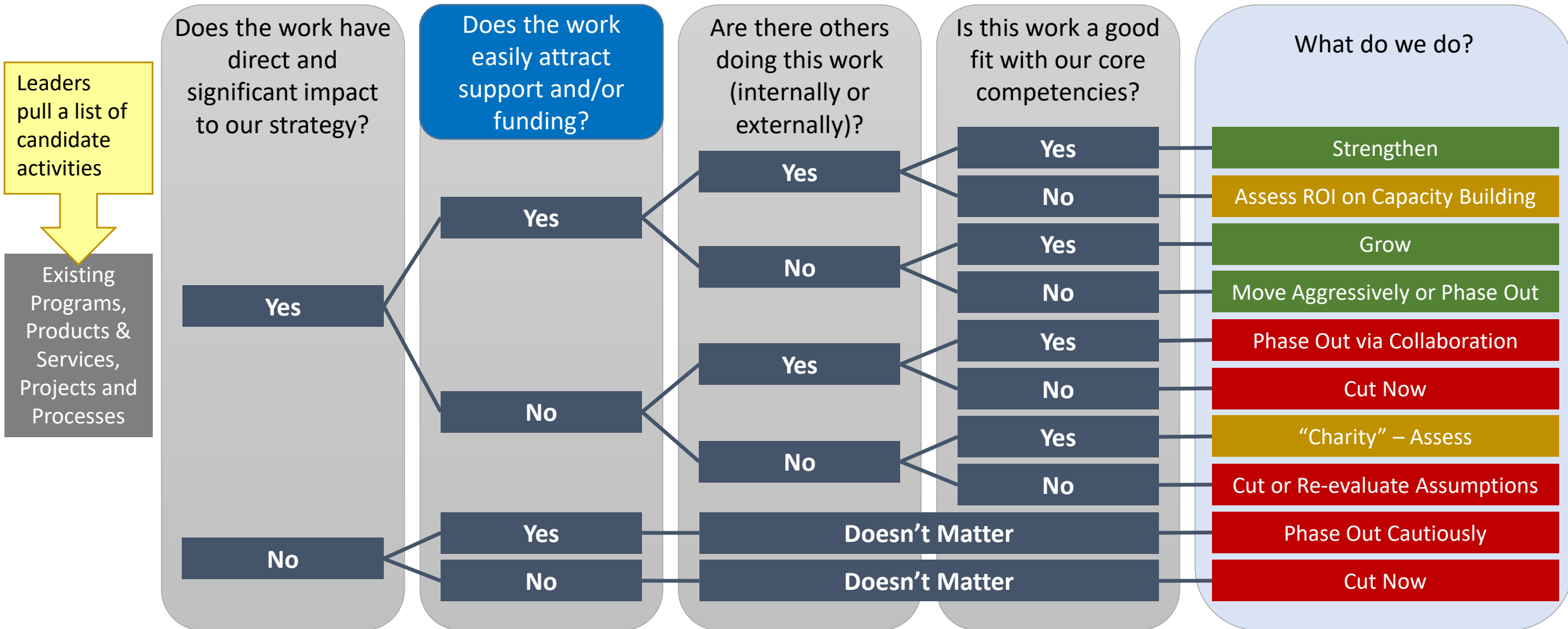
Decision Tree to “Make the Cut”



Modified from this article: <https://trinaisakson.com/wp-content/uploads/2014/04/27-Shift-MacMillan-Matrix-as-Decision-Tree.pdf>



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Round Table Discussion



Cut Before You Add

At your table, briefly share something that may need to be “cut” in your organization (a program, product, service, project, process, etc.)

Trait #2
of Strategic
Thinkers

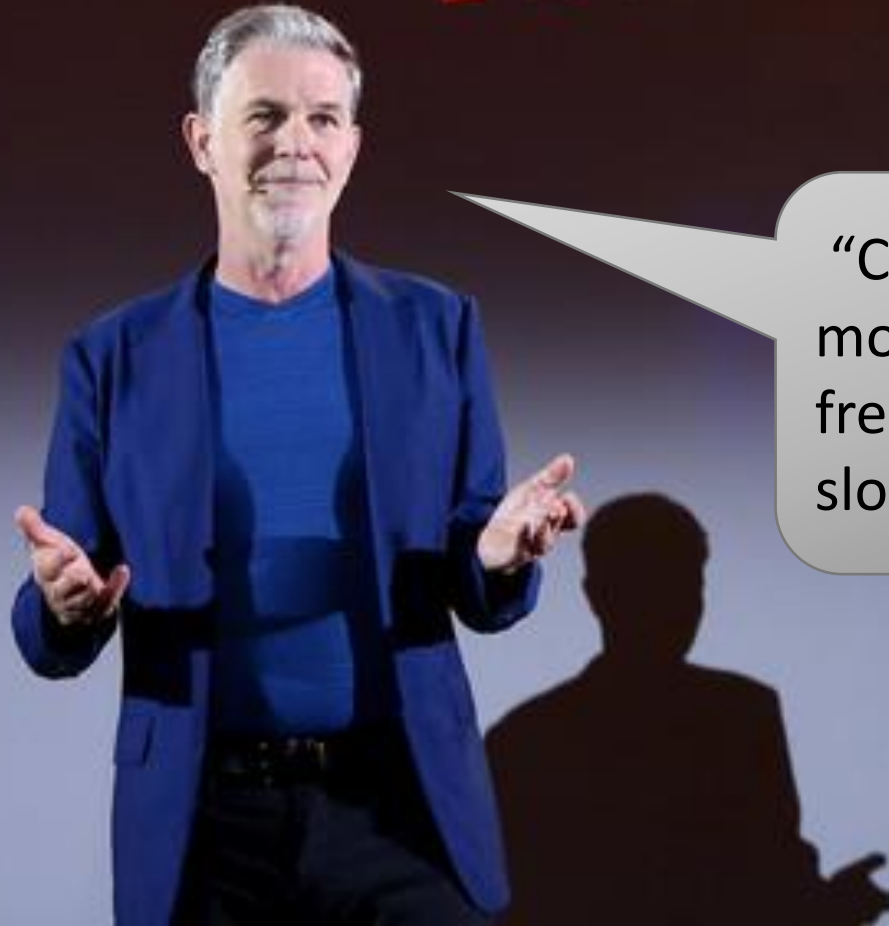
Adapt Quickly



Reed Hastings

Netflix
Co-Founder
& CEO

NETFLIX



“Companies rarely die from moving too fast, and they frequently die from moving too slowly.”

“An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”

-Jack Welch

“Everyone has a plan . . . until they get punched in the face!”

-Mike Tyson

It's how we react to that adversity that defines us, not the adversity itself.

FORMULA 1 PIT STOPS

January 15, 2009 Chesley "Sully"
Sullenberger landed U.S. Airways flight
1549 in the Hudson River

Complete engine failure due to striking
a flock of Canadian geese

All 155 passengers and crew survived!

Memorialized in movie
"Sully" starring Tom
Hanks

Was this destination
consistent with their
"mission"?



LESSON: Due to EXTERNAL circumstances
outside their control, sometimes leaders
need to change course!

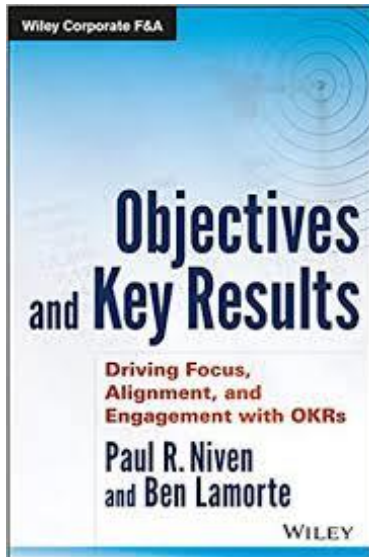
We call this:
"Strategic Agility"

OKRs (Objectives and Key Results)

Making Your Strategic Operating Plan More “Agile” with OKRs!

“a critical thinking framework and ongoing discipline that seeks to ensure employees work together, focusing their efforts to make contributions that drive the company forward.”

- Paul Niven and Ben Lamorte



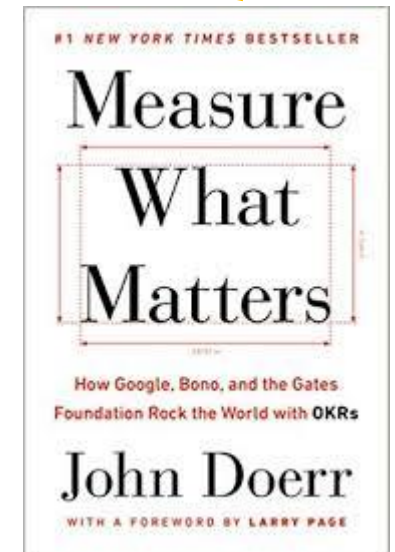
“a formula for quantifying enterprise-wide vision and strategies, or shorter team-level goals.”

- Dan Montgomery

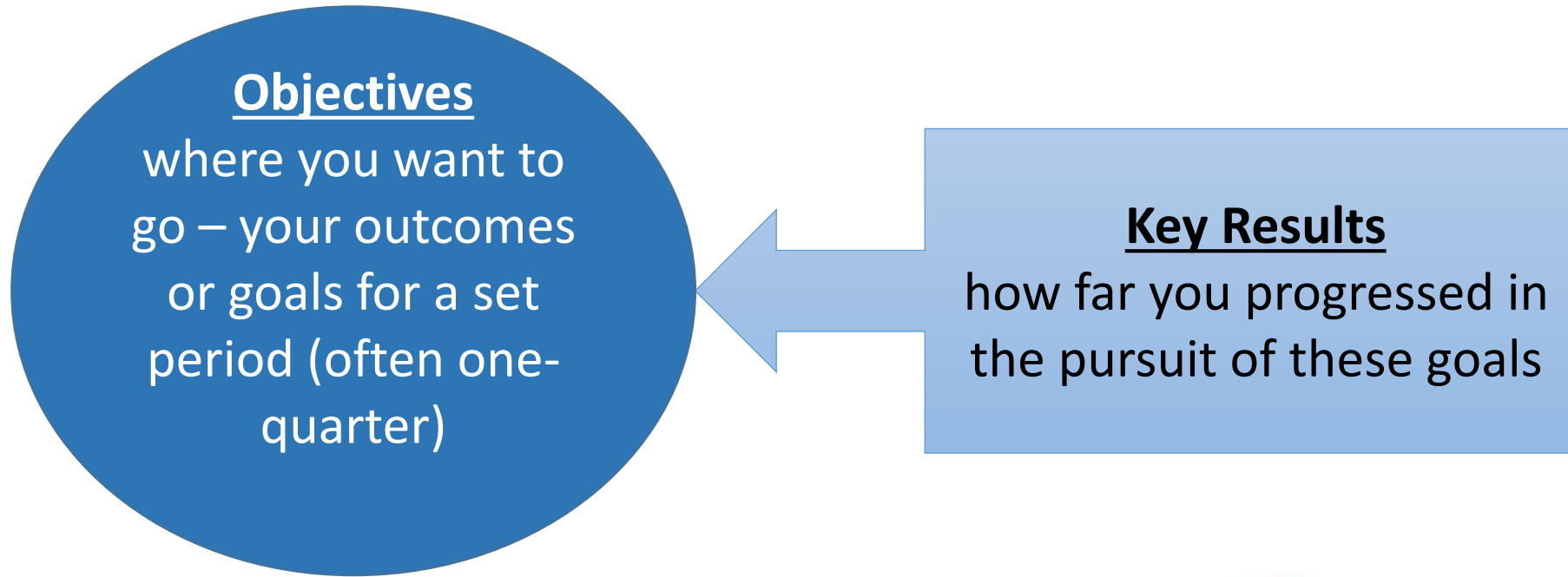


“a management methodology that helps to ensure that the company focuses efforts on the same important issues throughout the organization.”

- John Doerr



OKRs consist of two parts:

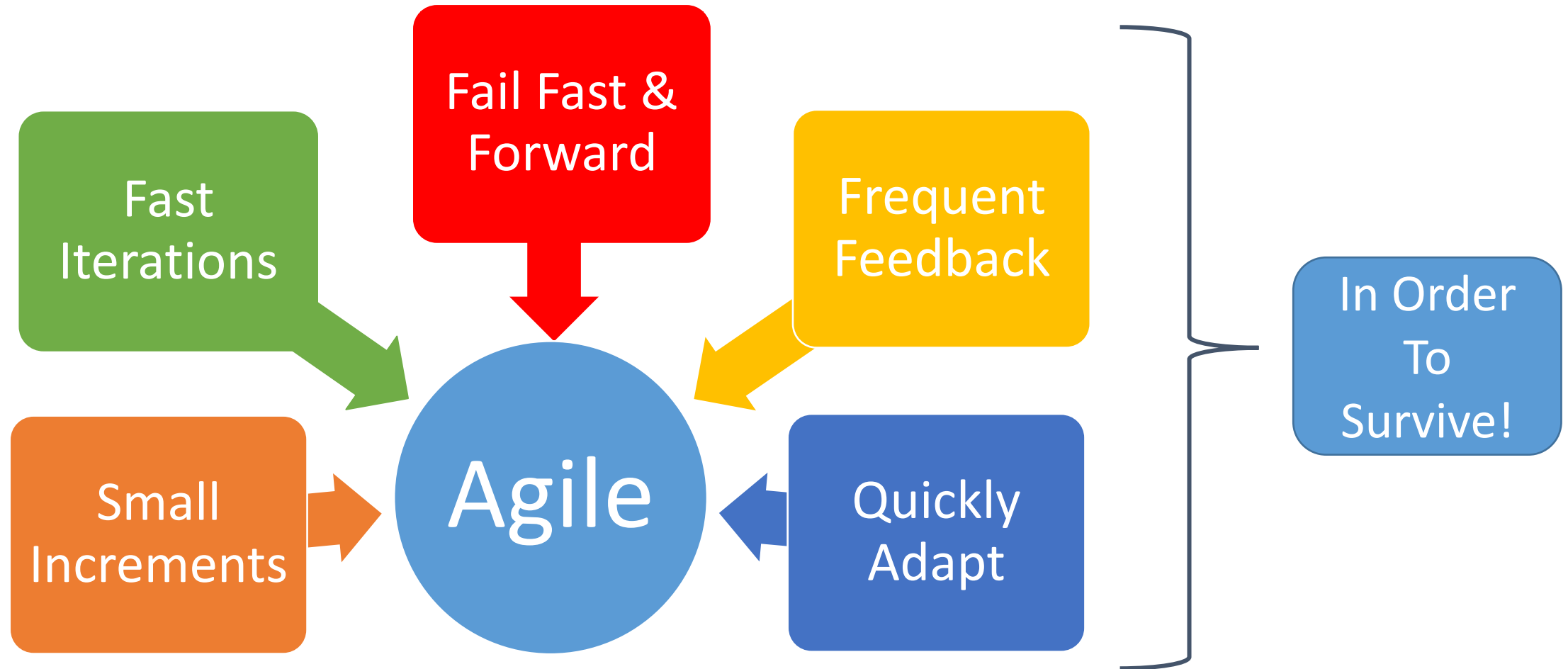


OBJECTIVES &
KEY RESULTS



Key “Agile” Concepts

Transferable from the software development world to the business world...



Key Features of OKRs



Agile

Ambitious

Measurable

Transparent

**Easily
Understood**

**Focused
Change**

Engagement

**All
Organizational
Levels**

*“Collaboration IQ” is highly valued and reinforced as the most important execution capability...
When organizations approach collaboration as a management discipline success rates rise*

OKRs

OBJECTIVES &
KEY RESULTS



Objective 1: Build a World-Class Team of Health Professionals

Key Results:

- Interview at least 20 applicants for new surgeon openings in the next 90 days
- Increase average professional development participation by 5 CEUs in Q2
- Plan 3 additional targeted training events on-site this quarter

Objective 2: Develop Strong Communication with Patients and Families

Key Results:

- Improve the ratio of patient calls with follow-up questions and concerns to 75% outgoing, 25% incoming
- Grow the customer service and/or website teams by a combined total of 4 personnel in Q1
- Allocate 50 hours in the next 90 days to reviewing, updating, and improving patient discharge bundle materials

<https://www.esmgrp.com/blog/4-objectives-and-key-results-examples-for-health-professionals>

Trait #3
of Strategic
Thinkers

Prioritize
Constantly

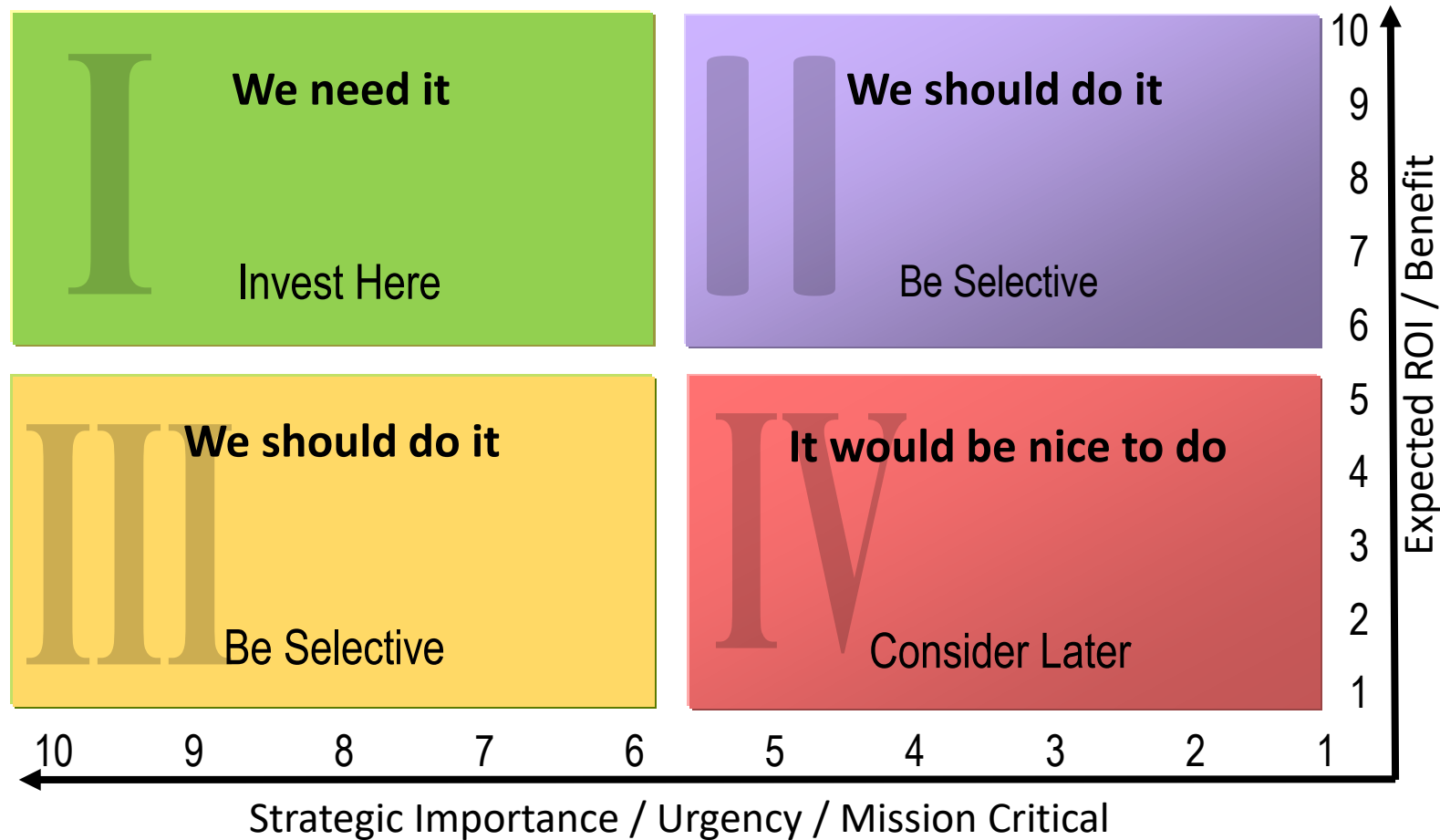


Prioritize, prioritize, prioritize!

- Employees only have so much time for executing “new initiatives”.
- Focus on the vital few, not the trivial many.
- Focus on first things first.



Prioritization Technique - 2x2 Matrix



SNF Quiz (4 initiatives):

Convert to EHR

Refurbish kitchen
& dining room

Provide
outpatient
therapy services

Expand &
enhance therapy
gym for Med-A
rehab-to-home



Round Table Discussion



Prioritization Exercise

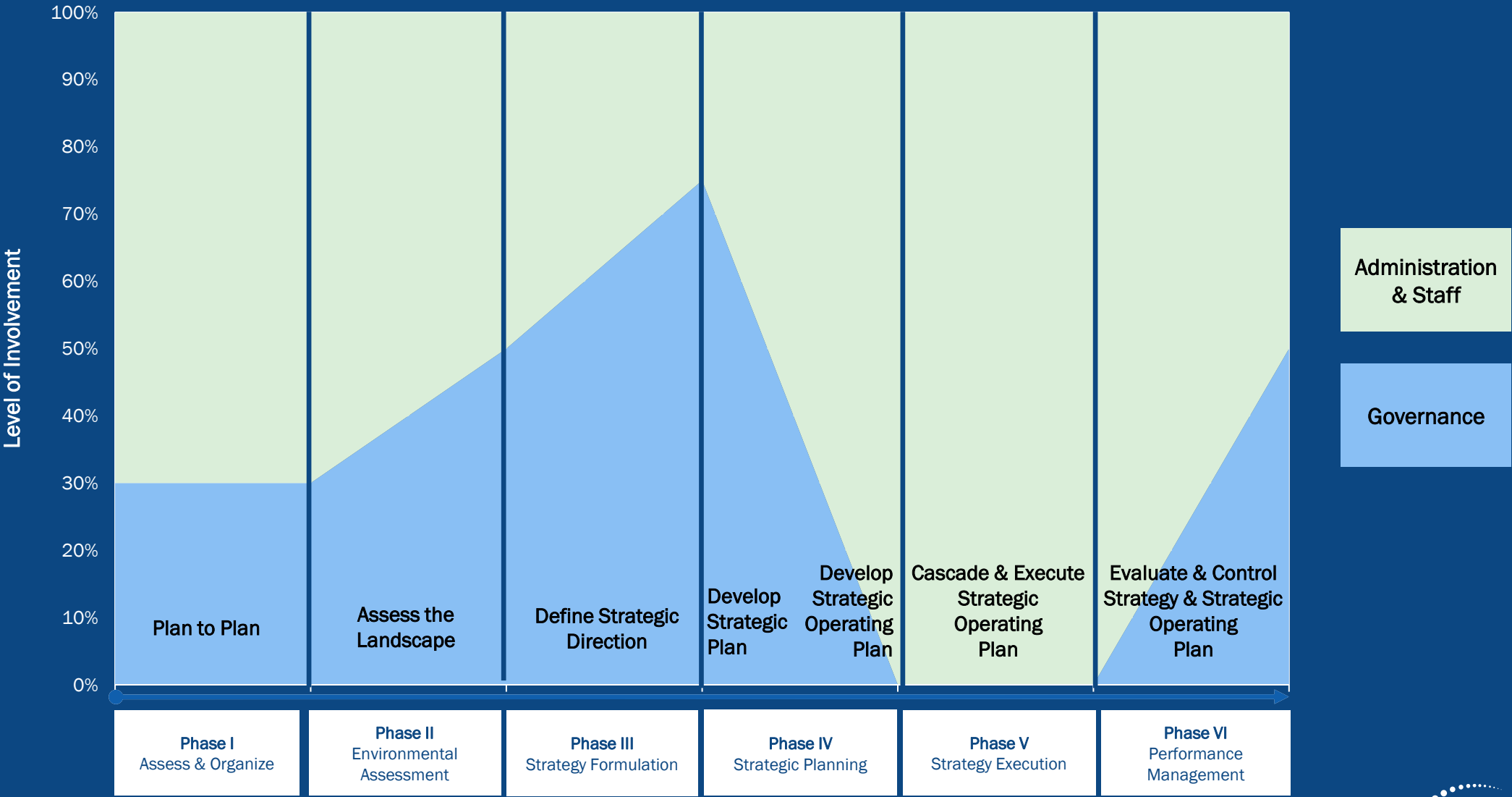
In groups of 2 or 3, briefly share a new initiative your organization is considering, and in which quadrant it falls.

Trait #4
of Strategic
Thinkers

Govern
Consistently



Strategic Management Roles and Responsibilities



Round Table Discussion



Governance & Strategy Assessment

Complete the Governance and Strategy Assessment and share implications with your table.

Four Traits of Strategic Thinkers:

Cut Frequently

Adapt Quickly

Prioritize Constantly

Govern Consistently

Want to learn more?!

Ask about our Mastering Strategy for Healthcare certification program through George Washington University (CEPL); Sponsored by Baldrige Foundation

Contact us at:
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