



BUILDING A BETTER TOMORROW, TODAY

Strategic Thinking and Effective Change Management

GOVERNANCE . TRAINING . EMPLOYEE BENEFITS . INSURANCE

Tactical Vs Strategic Thinking

↶ Core Differences

Strategic thinking is about creating plans and strategies that allow you to achieve goals over time.

Tactical thinking is about reacting to events as they happen.

We need both strategic as well as tactical.

📊 Manager Research Findings

Research covering 154 companies found that **only 30%** of managers are strategic.

Tactical Planning

Short Term Planning

Tactical responsibilities, on the other hand, are the daily tasks that keep everything running. Maintaining a balance between these two elements is key to advancing.

Strategic Planning

Long Term Planning

Strategic thinking involves setting long-term goals, aligning resources, and envisioning future growth.

Strategic Thinking Skills VS Tactical Thinking Skills

Dimension	Strategic Thinking Skills	Tactical Thinking Skills
FOCUS	Long-term objectives and overall goals	Short-term actions and immediate tasks
SCOPE	Broad, considers the overall direction of an organization	Narrow, focuses on specific aspects of components
TIME HORIZON	Long-term, planning for future years	Short-term, focused on the present to near future
DECISION MAKING	Involves setting priorities and making resource choices	Concerned with execution & operational details
OUTCOMES	Seeks to build competitive advantages & sustainability	Aims to achieve specific objectives and immediate results

3 Disciplines in Strategic Thinking



1. Acumen

Generating key business insights to drive future strategy and navigate market fluctuations.



2. Allocation

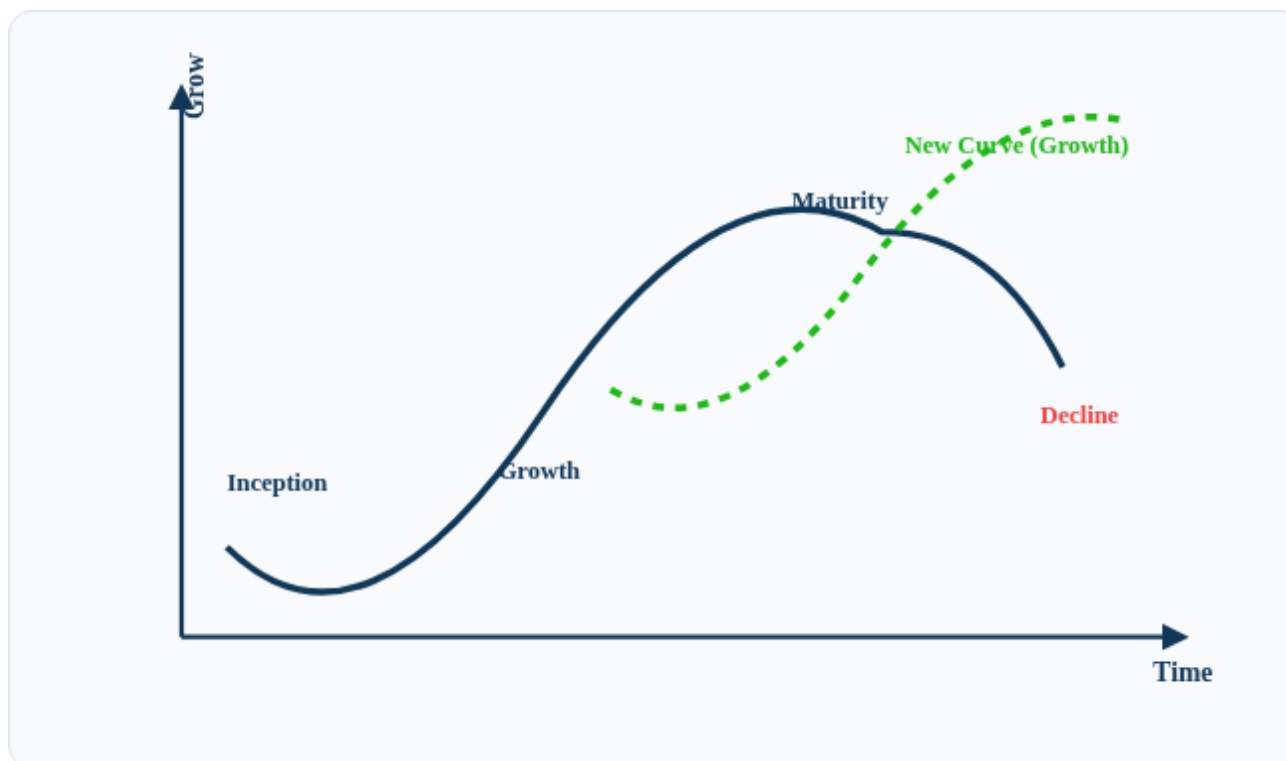
Focusing resources through deliberate trade-offs to yield higher enterprise value.



3. Action

Executing strategy deliberately to achieve tangible corporate and functional goals.

1. Acumen: Generating Key Business Insights



The Sigmoid Curve

Strategic Acumen requires leaders to spot market trends and generate core business insights.

The lifecycle of any organization or process goes through:

Inception: Initial investment phase.

Growth: Upward acceleration trajectory.

Maturity: Peak stability.

Decline: Natural decay if unaddressed.

2. Allocation: Focusing Resources Through Trade-Offs

Where are you currently investing your resources (time, talent, budget)?

Are your resources going to your goals and strategies?

While every employee has a **to-do list**, a strategic thinker should have a **not-to-do list**.

Trade-off your resources from low-value strategies to the high-value ones.

Reorganize your human resource towards high premium ventures.

Value (Y-Axis) Vs Cost (X-Axis)



Dos and Donts for Strategic Thinker

 Dos	 Donts
<p>1. Set aside time for strategic thinking.</p> <p>Ask yourself how you're growing, what your bigger future looks like, what new capabilities you need, or if you need to retool in any areas.</p>	<p>1. Keep your visions and goals a secret.</p> <p>Be open with your team about where the company is headed so you're all working in the same direction and can share in accomplishments.</p>
<p>2. Disrupt your current processes.</p> <p>Consider how things can be done in new and improved ways-even if there are no issues.</p>	<p>2. Hire your clone.</p> <p>Success is about surrounding yourself with people who are great at what you're not.</p>
<p>3. Build and invest in your team.</p> <p>Empower your team and make sure you have the right people in the right places.</p>	<p>3. Set a goal with no action plan.</p> <p>Find real balance by making sure your team knows your objectives as well as the tactics required to get there.</p>

3. Action: Executing Strategy

Execute to Achieve Goals

Are we focused on strategy or fire drills (annoying emergencies - customer complaints, competitor activity and internal issues that are urgent, but not important).

The most important level of strategy is not corporate, business unit, or functional group - it's you.

Keep Your Eye on the Ball



Characteristics of Strategic Thinking

1 Control Influence

Seeks to influence what is not in your control: Think about the customer whom you have no control over.

2 Omnivorous Info Gathering

Consumes information omnivorously: Gather as much information as you can as long as it's helpful in influencing customer's choices in future.

3 Abductive Reasoning

Leverages abductive reasoning: What is the most probable conclusion we can reach based on the data at hand?

4 Multi-variable Synthesis

Considers multiple variables simultaneously: Variables concerning customers, competitors, various aspects of the company, and more all at the same time.

Habits of a Strategic Thinker

1. Identify what you want.
2. Be aware of the world around you.
3. Put yourself in other people's shoes and understand what they value.
4. Take small steps towards your goal.
5. Write down your goals and be specific.
6. Hold yourself accountable.



PART TWO

Change Management

Truth About Change

"There cannot be growth without change."

— Corporate Axiom

"The only constant in life is change."

— Heraclitus (www.idlehearts.com)

"The definition of insanity is doing the same thing over and over again expecting different results."

— Albert Einstein (Attributed)

"If the rate of change on the outside exceeds the rate of change on the inside, the end is near."

— Jack Welch, Chairman and CEO of GE

We Live in a VUCA World



Volatile

The environment demands you react quickly to ongoing changes that are unpredictable and out of your control.



Uncertain

The environment requires you to take action without certainty.



Complex

The environment is dynamic, with many interdependencies.



Ambiguous

The environment is unfamiliar, outside of your expertise.

Challenging the Status Quo: The Sigmoid Curve

Any living organism including require new strategy in order to grow. That is why you are in your position.

The key to sustaining growth is to initiate a new curve before the current one is too far in decline.

In order to keep on the growth trajectory, one needs to interrupt growth - **The paradox of growth**.

Sigmoid Phases

- 1 The Learning Phase**
Period of heavy alignment and strategy formulation.
- 2 The Growth Phase**
Accelerated output and system optimization.
- 3 The Decline Phase**
Decay in progress, requiring a pivot before peak decay.

Wake Up and Smell the Coffee

⚠ Risks of Status Quo

Organizations that failed to transition their S-curve when required:

KODAK ColorPlus 200

ColorPlus 200 • Expiry Date: 2022

NAKUMATT

Market leader that dissolved.

NOKIA

Lost dominance in smartphone shift.

TUSKYS & UCHUMI

Retail giants that collapsed.

"WAKE UP SAMES and smell the coffee"



Butterfly Effect

In complex systems, a small change in one state can result in large differences in a later state. Change in governance, leadership, and process cascades through the entire organization, yielding exponential impact.

Create Change Atmosphere & Phases of Change

⇒ Create Change Atmosphere

1. **Show up:** Be present.
2. **Speak up:** Let go of limiting beliefs.
3. **Look up:** Imagining the future.
4. **Team up and collaborate.**
5. **Build resilience:** Never give up.
6. **Lift each other up.**

"Imagining the future we want helps us drop the baggage that holds us to the present"

≡ Phases of Change

1. **Diagnosis:** What needs change – The what?
2. **Change design:** The how?
3. **Leadership network:** Coalition building.
4. **Institute the change.**
5. **Monitor and evaluate the change.**

Kurt Lewin Change Model

UNFREEZE

- Why is change required?
- What needs to change?
- What are the benefits?
- Leadership support
- Buy in from organization

CHANGE

- Develop the steps for change
- Do the change
- Communicate
- Engage
- Empower
- Resolve Issues

REFREEZE

- Embed the new
- Sustain the change
- Measure the benefits
- Support
- Celebrate Success

Kotter's 8 Step Change Model

CREATING THE CLIMATE FOR CHANGE

- 1 Create urgency
- 2 Form a powerful coalition
- 3 Create a vision for change

ENGAGING & ENABLING THE ORGANISATION

- 4 Communicate the vision
- 5 Empower action
- 6 Create quick wins

IMPLEMENTING & SUSTAINING FOR CHANGE

- 7 Build on the change
- 8 Make it stick

Adapted from Dr John Kotter's 8 Step Process for leading change (<http://www.kotterinternational.com>)

Who Moved My Cheese?

The Spencer Johnson Classic

One of the most successful business books ever (Daily Telegraph). Highlights 4 protagonists dealing with change in work and life.

Sniff

Sniffs/looks ahead; anticipates change.

Scurry

Scurries ahead and bumps into change.

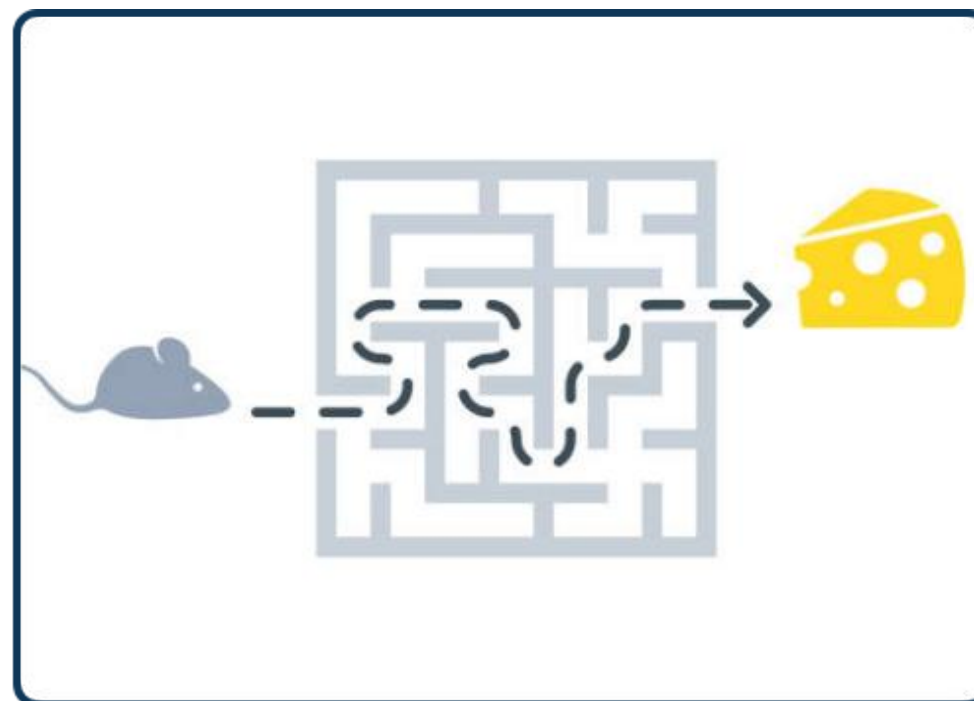
Hem

Deliberates or contemplates rather than taking action.

Haw

Learns to adapt in time to succeed.

Out of the 4 inhabitants, only Hem was left in the maze.



Lessons from "Who Moved My Cheese" from Haw

Haw's Breakthrough Lessons

1. **Smell the cheese often** so you know when it is getting old.
2. **When you stop being afraid** you feel good.
3. **Imagining yourself with new cheese** leads you to it.

Adapting to Win

4. **The quicker you let go of old cheese**, the sooner you can enjoy new cheese.
5. **Move with the cheese** and enjoy it!

"Change is inevitable; adaptation is optional."

Hem's Inability to Embrace Change

Trapped in the Maze

Hem's inability to embrace change kept him stuck in the maze.

While in the maze alone, Hem experienced:

 Loneliness

 Hunger

 Depression







Sequel to the Bestseller

"Out of the Maze"

A Simple Way to Change Your Thinking & Unlock Success.

Author: Dr Spencer Johnson (Sequel to the 28-million-copy bestseller Who Moved My Cheese?)

The Way Out of the Maze

-  **1. Notice your belief:** Recognize the assumptions driving your decisions.
-  **2. Don't believe everything you think:** Challenge internal bias.
-  **3. Let go of what isn't working:** Sunset legacy strategies.
-  **4. Look outside the maze:** Consider the unlikely possibilities.
-  **5. Choose a new belief:** Adopt constructive frameworks.
-  **6. There are no limits to what you can believe:** You can do, experience and enjoy a lot more than you think.

Your Belief System

What and how is your belief system operating?

Dealing with your belief system will save you the Hemic experience.

Change Communication Model



Model Flow

Change communication filters sequentially from the central Vision Bearer through the Core Team and Change Champions, finally reaching external and internal Stakeholders.

Leadership Duty

"Leadership bears the responsibility of what happens to an organization"



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