

Ten Competencies for Your IT Strategic Planning Team

Strategic Thinking Competencies

Strategic thinking capabilities are a driver for developing impactful and forward-looking IT strategic plans, yet remain underused and underemphasized within IT.

Use this checklist to ensure your team has the strategic thinking competencies needed to be successful.

SYSTEMS PERSPECTIVE

- Develops a mental model of the complete end-to-end system of value creation, his or her role within it, and an understanding of the interdependencies it contains.
- Understands and integrates components across levels, horizontal and vertical, to align strategies across those levels and to creatively rearrange the components.

INTENT FOCUS

- Creates long-range goals and vision that fuels immediate decisions and actions.
- Focuses on intent that allows him or her to be more determined and less distracted in achieving a goal.
- Uses the skill of alternative generation more than alternative evaluation.

THINKING IN TIME

- Connects the past, present, and future and uses both an institution's memory and its broad historical context as inputs for its future plans.
- Identifies the gap between current reality and the imagined future to drive strategy making.




HYPOTHESIS-DRIVEN

- Applies creative and analytical thinking sequentially in iterative cycles for hypothesis generation and testing.
- Asks the creative question "what if...?" and follow with the critical question "if..., then...?" and brings relevant data to bear on the analysis of the idea.

INTELLIGENT OPPORTUNISM

- Is open to emerging opportunities and new experiences that further current strategy and lead to the emergence of new strategies.

Source: Adapted from Jeanne M. Liedtka's Strategic Thinking: Can It Be Taught? and In Defense of Strategy as Design; CEB analysis.

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