

Strategic Thinking

OLC Course Recommendations

Competency Definition

Formulates objectives and priorities, and implements plans consistent with the long-term business and competitive interests of the organization in a global environment; capitalizes on opportunities and manages risks.

OLC Component Titles

Critical Thinking Skills for Managing

COURSE TSA-PD-CRITCTHNKMANAG-0001

Description: Rational decision making is linear and is what you do when you put your facts in order. Intuition is looking at those facts and trying to see a pattern-and the patterns aren't always evident because the patterns aren't always linear. The two together are an extremely powerful combination." Joel Kurtzman, President, Kurtzman Associates and former editor, Harvard Business Review. The Critical Thinking Skills for Managing course charts the concepts and skills that can transform competent leaders into discerning situation analysts, focused problem solvers, and powerful decision makers. The course offers analysis methodology that will sharpen managerial ability through all the stages of the critical thinking process; situation assessment, problem solving, and decision making. Leaders will learn how to hone their issue identification skills, refine their questioning techniques, and maximize their decision-making outcomes. Critical thinking processes are broken down into discreet stages or steps that can be applied and tracked easily. Mastering the processes in this course can result in better action planning and implementation throughout the organization. **Duration=3.5**

Dynamic Decision Making

COURSE TSA-PD-DYNAMICDECISION-0001

Description: Your decisions determine your life. Nowhere is this simple statement so unabashedly evident as in today's business world. Made consciously or unconsciously, your decisions represent the fundamental tool you use in facing the opportunities, challenges, and uncertainties of life. It's not a case, however, of -make a decision, any decision.- The increased complexity and competition of the 21st century marketplace calls for dynamic decision making--the kind of decision making that significantly boosts productivity. The objective of this course is to turn you and others in your organization into dynamic decision makers. You'll gain the skills necessary to avoid the psychological pitfalls that adversely affect decision making. You'll hone your decision-making ability in risky and uncertain circumstances. You'll walk away from this course with concrete and powerful decision-making tools, both rational and statistical. When you use the decision-modeling techniques presented here, you'll enjoy enhanced accuracy and, hence, business confidence. Then, with these strategies in hand, you'll explore ways to better make decisions even when you're working with others who aren't completely "on your side." It's true that decisions determine your life. It's time now to better determine your decisions.

Duration=2.5

Foundations of Effective Thinking

COURSE TSA-PD-FNDEFFECTIVTHINK-0001

Description: Albert Einstein once remarked that -the significant problems we face cannot be solved at the same level of thinking we were at when we created them. - It necessarily follows that you must raise your own level of thinking in order to solve pressing business problems and make effective decisions. In this course, you'll explore how to think about the most critical business skill of all--thinking itself. You'll first learn about the counterproductive thinking patterns and tendencies most people naturally fall prey to. You'll then discover how these largely intuitive tendencies manifest themselves in problem-solving mind-sets and decision-making styles. Finally, you'll take the necessary steps to neutralize ineffective thinking habits and instead practice dynamic and results-oriented thinking strategies. The result? You'll become a

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better thinker, someone who can apply these new-found techniques to achieve organizational goals within the current climate of great institutional change. **Duration=3.5**

Framing the Problem

COURSE TSA-PD-FRAMEPROBLEM-0001

Description: When you frame a picture, you intend for the viewer to examine everything within that border. Problem framing is similar in that you must not only consider what objectively makes up the problem itself but also what subjective tendencies influence your view of the situation. This course is designed to help you effectively frame problems so that you're sure your line of sight is aimed straight toward the solution. You'll discover how to recognize and gather information about a problem so that all contingencies are accounted for and all subtleties considered. You'll learn how to uncover the various assumptions, both conscious and unconscious, that are typically made about problems. After identifying these assumptions, you'll be able to tell the productive ones from the nonproductive. You'll also explore specific strategies for getting to the heart of any problem and learn dynamic techniques for framing that problem so that success is greatly enhanced. In the end, your ability to frame problems will be museum-quality. **Duration=3.0**

Generating Alternatives in Problem Solving

COURSE TSA-PD-GENALTPROBLEMSLV-0001

Description: When faced with any problem, it's tempting, especially in today's frenzied business atmosphere, to either take the easiest route or rely on the old tried-and-true methods. But how many times have you taken a certain action and realized afterward that you had more options than you realized? Now more than ever, today's business world is complex and multifaceted. As a positive result of that complexity, however, you can enjoy the benefits of increased opportunities in problem solving. This course is designed to equip you with numerous and productive alternative generation strategies that will enable you to draw from a pool of expanded options. By so doing, you'll better recognize and act on the best possible business choice. You'll explore ways to begin generating alternatives and get into the flow of enlarging your store of possible solutions. Using both rational and creative approaches to problem solving, you'll be sure that no good idea is left unnoticed. And even when you get stuck, when that rut becomes tiresomely deep, you'll be able to right your course by using the dynamic strategies provided here. Options and alternatives are valuable commodities to possess. Get ready to take them to the bank.

Duration=2.5

Strategic Management – Analysis and Choice

COURSE TSA-STGY-STRATANALY-0001

Description: The implementation phase of strategic management consists of two parts: analysis and choice, which are vital links in the process. When conducting analysis and making choices, you set long-term objectives and select generic and grand strategies that best fit your company mission and changing circumstances. In this course you will learn the basic ideas of long-term objectives, generic strategies and grand strategies. Then you will learn how to analyze and choose strategies by using various techniques. By choosing the right strategy, your company will be more effective at building sustainable competitive advantages as well as maximizing shareholder value. **Duration=2.0**

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Strategic Management – Corporate Implementation

COURSE TSA-STGY-STRATCORPIMP-0001

Description: This course focuses on the corporate implementation phase of strategic management. There are three steps involved in corporate implementation. The first step is to develop action plans and functional tactics. Action plans guide strategic implementation by specifying a firm's given tasks for a particular period, while functional tactics are short-term activities that a firm undertakes to implement its strategies. The second step of corporate implementation is to integrate the strategies into the organization. The third and last step is made up of strategic control and continuous improvement. Continuous improvement allows firms to respond to a rapidly changing business climate in time, and strategic control helps to: track how strategies are implemented, detect potential problems or changes, and make the necessary adjustments. The steps covered in this course help managers at all levels keep daily decisions and actions consistent with the long-term strategic process. **Duration=2.5**

Strategic Management – Planning

COURSE TSA-STGY-STRATPLAN-0001

Description: Strategic management is defined as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. Strategic management is future oriented and long-term focused. This course focuses on the planning phase of strategic management, which includes defining company mission, performing internal analysis, and evaluating the external environment. **Duration=2.5**

Strategic Planning and Risk Management

COURSE TSA-PD-STRPLNRSKMGMT-0001

Description: Understanding how to excel in a climate of risk using strategic planning is crucial in today's business environment. This course will help you analyze where your business is going and how it should get there. This will help you successfully navigate the dangers inherent in risk taking. Minimizing your risk through strategic planning is planning for your success. **Duration=2.5**

Systems-thinking Models and Thinking Skills

COURSE TSA-STGY-SYSTMTHNKMOD-0001

Description. How is "systems" thinking different from everyday thinking? Learning to apply systems thinking involves more than just knowing what it is. There are many ways to look at a problem, and how you approach it can drastically change the outcome. This course looks at the four-step systems-thinking method for addressing issues. It covers four different styles of thinking: dynamic thinking, big-picture thinking, operational thinking, and quantitative thinking. Each style will bring you closer to the core of your problems or concerns and enable you to make changes that will benefit your organization in the long run. No more quick fixes that only cause more problems and don't really treat the problem at hand. No more shrugging your shoulders when asked why a problem has come up once again. No more explaining away certain aspects of a situation only to have them come back to haunt you at a later date. Learning the "thinking" of systems thinking will quickly put you in the driver's seat of problem solving within your organization. **Duration=2.5**

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What Is Systems Thinking?

COURSE TSA-STGY-SYSTEMTHINK-0001

Description: What exactly is a system? Why is it important to understand systems? How can you use systems thinking to manage your organizations more effectively? Systems thinking enables you to delve into the inner workings of your organization to get to the core of what drives your company forward--or backward. Not only will you solve problems, but you will also be able to change the thinking that leads to the problems in the first place. Systems thinking is a way of seeing more and farther, enabling you to manage yourself and your people with the best information possible. **Duration=2.5**