Smarter Strategic Thinking and Energized Engagement

Interactive Online Session

Participant Comments
Smarter Strategic Thinking?

Energized Engagement?

Why?

A. WHY do we need “Smarter Strategic Thinking”?  
001 Change occurs fast, we need to get smarter and faster  
002 Smart decisions require trade offs. Strategic choices require thinking. - Michael Loechel  
003 We need to plan, not react  
004 To make it more meaningful and work within the organization Nick T  
005 It's vital to be proactive  
006 Make sure we are doing the right things, not just keep doing the same things. Marisa S  
007 Need to define what impact we want to have and what priorities we focus on to get there. Ted K  
008 The rate of change is approaching exponential; the risk of errors increases commensurately. Smarter Strategic Thinking is needed meaning processes may need to be streamlined. Dean B  
009 Because most company cut their Strategic Thinking short - Karl H  
010 Focus on things that move the dial forward not the immediate fires  
011 To be proactive rather than reactive - Dan N  
012 Strengthens organisational capabilities and ability to adapt/anticipate agility in a fast-changing environment -David B  
013 Need to decide what projects are most important to move forward. Jill  
014 Our actions don't necessarily produce the intended effects. Susan H  
015 For better planning  
016 Ensuring that the organization, as a whole, is planning the strategy and it the strategy efforts are not silo'd in the various business units. Mary Beth L  
017 Diversity of perspectives and engagement leads to better results and commitment. Tara AB  
018 Much more complex Pamela H  

B. WHY do we need “Energized Engagement”?  
001 It’s ultimately the front line that delivers strategic results  
002 More buy-in facilitates more implementation participation.  
003 Energized engagement is critical to buy-in and ensuring that the organization, at large, will be in support of the strategic planning efforts and activities Mary Beth L.  
004 Without passion, there is no engagement, and there is no real action - Michael Loechel  
005 Stakeholder buy-in matters! Let’s get everyone engaged in the process.  
006 Engagement is required to get everyone on board and on the same page Nick T  
007 Engagement = Buy-in  
008 Engagement is necessary to ensure that the strategy can be executed in a coordinated, aligned manner. Ted K.  
009 This is a reflection of the importance of leadership - we need entrepreneurial, appreciative and innovative leaders. Dean B  
010 Involvement, ownership, motivation. David B  
011 Lots of strategic plans just gather dust  
012 Engagement is important, if people are buying in to the strategy, execution won’t be successful. Jill  
013 Engagement = team mentality - we are all working together for results - Dan N  
014 Need people to know their place in the process, in order to get them invested in any changes  
015 To get the best out of front line staff  
016 aren’t - Jill
What causes distrust?

001 Never following through with a strategy. AH
002 Leadership not listening to staff, Mary Beth I.
003 Not walking the talk Marisa S.
004 Not having faith in your employees decisions and/or expertise - Rob S.
005 Not listening or including the experts Nick T
006 Uncertainty - how will my data be used, why am I here, why are others here? TAB
007 Leaders not acting in a way that reflects the values of the company. Jill
008 When senior management doesn't keep its commitments, or things go differently than planned. Susan H
009 When actions do not equal words. - Michael Loechel
010 lack of communication
011 Not walking the talk - Karl H
012 Not including staff input. Ted K
013 Our tendency to judge others, or our tendency to be cynical. Dean B
014 What's communicated doesn't match what they were told was the focus
015 Inconsistent messages; ignoring input; lack of communication - David B
016 Not including the staff in the strategic planning efforts Mary Beth
017 Different managers have different motivations - alignment becomes difficult. Dean B
018 Timelines are agreed upon and then never met. Morey
019 The team watches what the leaders do, not what they say - Karl H
020 Not worth the effort. TK
021 No implementation planning efforts identified after the strategy has been designed. No follow through. Mary Beth
022 Spoiling the recent episode of Game of Thrones - Everyone
023 Uncertainty about the intentions of others
What causes DECISION ENERTIA?

001 Fear Ted K
002 Lack of confidence - Karl H
003 Analysis paralysis. Nick Toaso
004 Fear of the unknown - Rob S.
005 Lack of reliable data / information
006 A mindset that what was done before was right. - Michael Loechel
007 Fear of not having enough information combined with fear of unintended outcomes. Susan H
008 Too many opinions
009 Fear of mistakes or blame TAB
010 Past failures - Karl H
011 Organizational culture - Rob S.
012 Buy-in, alignment, fear of failure, fear of success - failure is costly and success is expensive, Dean B
013 Including too many people who believe they have the decision rights
014 Different opinions / interpretations, lack of clarity about core issues, different priorities - David B
015 Past success (can breed complacency) - Michael
016 Fear of unexpected results, Mary Beth
017 Bias - seen and unseen - Karl H
018 Culture that lacks innovative free-thinking
019 When there are competing options, may struggle where to commit resources - Jill
020 Win lose mentality Morey
021 Looping Conference
How do we overcome our Cognitive Capacity limits?

001  ? Nick T
002  one step at a time - have a proven process - Karl H
003  Rely on multiple perspectives of our co-workers to put together a much larger whole-system view. Susan H
004  Gather multiple perspectives. Ted K
005  Multitasking has been proven to reduce productivity. Focus increases productivity. Capacity is limited.
006  make connections for people Marisa
007  Invest time in making sense and putting into perspective - David B
008  Break projects down to smaller challenges. Morey
009  Break down the strategic efforts into manageable activities that staff can complete and gain momentum, Mary Beth
010  Speak to others, listen, meet for coffee, don't stay siloed - Rob S.
011  Detailed implementation plan = project management! Mary Beth
012  Be open to the fact that your ideas are indicative of your own experiences, so others with different experiences could have ideas that are equally Important Kimberly H.