

# **Concept of Strategy – Developing the Mind of a Strategist**

Then...getting that all important  
*seat at the table!*

Revised by: M. Larry Litwin, *APR*

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## **Some Questions That Must Be Answered**

1. How do I get to the table?



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1. How do I get to the table?
2. How do I get better control of the boss?



## **Some Questions That Must Be Answered**

1. How do I get to the table?
2. How do I get better control of the boss?
3. What are some of the questions I should be prepared to ask once I get there (and where is this table, anyway)? (Why do so many people want to be at the table?)



**Maybe – Just Maybe –This Is  
The Most Important Question Of All**

4. Are you willing to accept that I am going to tell you (the “boss”) what you *need* to hear rather than what your *want* to hear?



**Consider...**

- Questions
- Ideas (Take copious notes)
- Distractions



**There are two types of people**

- Managers – achieve goals



**There are two types of people**

- Managers – achieve goals
- Leaders – go over the horizon to see what's out there



**Leadership is...**

...a verbal skill



Leadership is a...

.....**Leap**



“L” =

Love!



**LEAP**

- Love



## **LEAP**

- Love
- Energy



## **LEAP**

- Love
- Energy
- Audacity



## **LEAP**

- Love
- Energy
- Audacity
- Proof



## **Love**

- Love the people you work with





## **Love**

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- Love your profession



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- Love the people you work with
- Love your profession
- Love your community (ies)



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## **Love**

- Love the people you work with
- Love your profession
- Love your community (ies)
- Love kids
- Love Leadership



Leaders...

Cultivate **Love**



Leaders...

Three criteria

- Title
- Charisma
- Competence/Expertise  
(earned)  
– Plus...



## Plus...

- Courage
- Tenacity
- Perseverance
- Mental Toughness
- (Willingness to accept)
- Responsibility



## Plus...

- Excellent Communicator
- Problem Solver
- Perseverer



President Carter...

“Leaders whose messages are not changing (or reinforcing) behavior are not true leaders.”



James Baker

**Leadership...**

“Knowing what to do and then doing it.”



## **Energy**

- Challenges



## **Energy**

- Challenges
- Obstacles



## **Energy**

- Challenges
- Obstacles
- Failure



## **Energy**

- Challenges
- Obstacles
- Failure

All of the these *generate* **Energy**



## **Audacity**

- A bold and blatant disregard for normal constraints.



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- Fearless; daring





## **Audacity**

- A bold and blatant disregard for normal constraints.
- Fearless; daring
- An *audacious leader* is:
  - Daring
  - Bold
  - Courageous



## **Proof**

The evidence or argument that compels the mind to accept an assertion as true. [Support your proof with research.]



## **Strategy**

- A unique mixture of mental imagery – verbally injected, which changes behavior to help organizations achieve objectives.



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- Is positive



## **Strategy**

- A unique mixture of mental imagery – verbally injected, which changes behavior to help organizations achieve objectives.
- Runs the organization
- Focuses the organization
- Is positive
- Is about tomorrow, next week, the future?



## **How People Think and Analyze Problem**

- Linear Thinking



## **How People Think and Analyze Problem**

- Linear Thinking
- Intuitive Thinking



## **How People Think and Analyze Problem**

- Linear Thinking
- Intuitive Thinking
- Strategic Thinking



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  - If you have a degree in discipline you get it to think like a certain professional – engineer, lawyer, doctor



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## How People Think and Analyze Problem



- Linear Thinking
  - If you have a degree in discipline you get it to think like a certain professional – engineer, lawyer, doctor
  - Process of moving toward a solution
  - Same routine everyday (logical)
  - Things add up because it will be symmetrical
  - **Bottom line**...these are *process* thinkers

## Intuitive Thinkers

- Snap thinking brain





## **Intuitive Thinkers**

- Snap thinking brain
- They forget there is more than one way to solve a problem



## **Strategic Thinking**

- How can I look at this in an unusual way?



## Strategic Thinking

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- They (we) use deconstruction (disaggregate) to move the process forward.



## Strategic Thinking

- How can I look at this in an unusual way?
- They (we) use deconstruction (disaggregate) to move the process forward.
  - Systematically
  - Methodically
  - Logistically
  - Calculatingly



## PR Practitioners...

- Filter out the unimportant and focus on the important (5%)
- Hunger to be organized (even though our lives might not be).
- Remember...
  - All problems are *not* crises
  - But – all crises *are* problems



## Communication

Most times, we get the call *after* the crisis hits. The only *effective* tool in our kit is...

***Communication***



## Communication

As we approach situations and their issues, 95% can be shoved aside for the 5% that is truly important.



## Communication

- Focus on the important



## Communication

- Focus on the important
- Create *strategic* messages



## Communication

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- *Strategy* is about how you think about certain challenges
  - Ideas
  - Recommendations
    - Supported through research (and evaluation)



## Communication

- Focus on the important
- Create *strategic* messages
- *Strategy* is about how you think about certain challenges
  - Ideas
  - Recommendations
    - Supported through research (and evaluation)
- Gaining *altitude*



## Gaining *Altitude*...

- How do you look at situations and challenges? It's the *altitude* that gives *strategic* value.



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- How do you look at situations and challenges? It's the *altitude* that gives *strategic* value.
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- Give others direction



## Gaining *Altitude*...

- How do you look at situations and challenges? It's the *altitude* that gives *strategic* value.
- Help people understand the obvious.
- Give others direction
- Think in a different perspective



## Gaining *Altitude*...

Are you willing to tell the “boss” what he/she *needs* to hear rather than what he/she *wants* to hear?





**And now...if you are ready...  
The PR Counselor's**

**3  
Minute  
Drill**



**3 Minute Drill**

**1. Situation Description –**

**Explanation – Introduction (60 words)**



### **3 Minute Drill**

#### **1. Situation Description –**

**Explanation – Introduction (60 words)**

#### **2. Analysis (60 words)**



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## **3 Minute Drill**

### **1. Situation Description –**

**Explanation – Introduction (60 words)**

### **2. Analysis (60 words)**

### **3. Goal (100 words)**

### **4. Options (150 words)**

### **5. Recommendation(s) (60 words)**



## **3 Minute Drill**

- 1. Situation Description –  
Explanation – Introduction (60 words)**
- 2. Analysis (60 words)**
- 3. Goal (100 words)**
- 4. Options (150 words)**
- 5. Recommendation(s) (60 words)**
- 6. Justification – Unintended Consequences  
(60 words)**



## **Strategic Decision-making Worksheet**



## **Strategic Decision-making Worksheet**

- Situation
- Goal
- Analysis/Assumptions
- Options
- Recommendation
- Unintended consequences



## **Strategic Decision-making Worksheet**

- Situation
  - A brief description of the nature of the issues, problem or situation that requires decision, action or study.



## **Strategic Decision-making Worksheet**

- **Goal**
  - A clear, concise statement of the task to be accomplished – or the target to be reached and why.



## **Strategic Decision-making Worksheet**

- **Analysis/Assumptions**
  - A description of what the situation means, what its implications are, and how it threatens or presents an opportunity to the organization (systematic, methodical, logistic, calculating)



## **Strategic Decision-making Worksheet**

- Options
  - Provide at least three response options for the situation as presented and analyzed.



## **Strategic Decision-making Worksheet**

- Recommendation
  - The choice you would make among the options you presented. The recommendation is usually selected on the basis of which option will cause the least number of unintended consequences.



## Strategic Decision-making Worksheet

- Unintended Consequences
  - Reactions or circumstances that could arise from the options you suggested or by doing nothing.



This is a strategic approach. It leads to productive, focused planning. Use it and you will get to help managers at every level in their strategic decision making.



James Lukaszewski  
The Lukaszewski Group  
White Plains NY



## Questions

- M. Larry Litwin, *APR*
- Rowan University
- [larry@larrylitwin.com](mailto:larry@larrylitwin.com)
- [www.larrylitwin.com](http://www.larrylitwin.com)
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