



Agenda

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How to Think Strategically and Apply Business Acumen

Instructor(s): Greg Githens, PMP

Prework: 1.0 hour

Length: 2 days

CEUs: 1.4/see below for PDU breakdown

Level: Advanced

Training Topic: Business Skill Enhancement

Subtopics: Decision Making Techniques, Influencing

Training Description:

Research shows that the next generation of leaders must be able to:

- Think strategically
- Understand their specific business model
- Drive change

The emergence of a pandemic clearly shows the brittleness of conventional concepts like vision, alignment, lean operations, and planning. People who can think strategically are sometimes surprised by the timing of events like pandemics. However, they have more keenly developed tools of anticipation that sensitize them to weak signal in the external environment and the implications for the future. This training is for anybody who wants a better understanding of competent strategic thinking. It will help you work more effectively with strategy formulation and implementation concepts, showing you pathways for acquiring new mindsets and tools. The intent is to provide lasting career benefits.

In addition, the training will introduce you to global thought leaders on pandemic readiness and crisis recovery. The format stresses interactive discussion of real-world examples and applications, including:

- The four pillars and the four X-factors of strategic thinking
- What good strategy is and isn't (it's not goal setting and is seldom found in a strategic plan)
- How to interpret weak signals in the strategic environment of VUCA (volatility, uncertainty, complexity, and ambiguity)
- How to identify and generate strategic insights
- How to map a business model and understand how process-oriented functions (for example, project management offices, HR, IT) contribute to the value proposition
- Practical approaches to being more proactive
- Tips for being an extraordinary leader of strategic change and "moving the needle"
- The difference between strategic decisions and tactical decisions
- The intersection of strategic thinking, agility, and design thinking
- Personal leadership is a choice to step into the leadership zone
- Your personal development plan

Learning Objectives:

Upon completion of this training, learners will be able to:

- Work more effectively with executives.
- Describe how strategic thinking differs from operational thinking.
- Understand the parts of your business and how they create value.
- Practice and improve the microskills needed to be a competent strategic thinker.
- Anticipate future conditions that affect your industry and profession.
- Drive change, including organizational pivots.

This training is designed to help you answer these questions:

AGENDA, DAY 1

- How is the enterprise environment changing, and what are the implications for projects and talented people who want to advance their careers?
- Since strategic thinking is the number one need of the next generation of leaders, what does it mean to *be strategic* and to *think strategically*?
- What is my learning style? How might it enhance my ability to think strategically?
- If I am uncomfortable with ambiguity, how might I manage it?
- What is good strategy and how might I tell if my project is aligned?
- What are the microskills of strategic thinking?
- What are the differences between strategy, goal setting, and planning?
- What is an organizational value proposition and how do I develop a winner?
- What is the difference between a strategic decision and a tactical decision?
- How is strategic planning different from strategic thinking?
- How do I design experiments to remove strategic uncertainty?

AGENDA, DAY 2

- How do I recognize a VUCA environment?
- When are best practices illegitimate and irrelevant to management?
- Why do organizations become chaotic?
- What are pockets of the future and why are they significant?
- What are some real-world examples of good strategy?
- What habits do I need to develop to make strategic thinking part of my daily practice?
- What can I do to make myself more alert for opportunities?
- How can I become more insightful?
- What are some signals of impending disruption?
- How can I effectively communicate a proactive vision to an organization stuck in the status quo?
- What can I do to improve my personal branding to positively affect my career?
- What is the role of strategic thinking in agile business innovation?
- Why is it important to develop a personal perspective?

Professional development units (PDUs) are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
CAPM® / PMP® / PgMP®	0	4	10	14.00
PMI-ACP® / Agile*	0	4	10	14.00
PMI-SP®	0	4	10	14.00
PMI-RMP®	0	4	10	14.00
PfMP®	0	4	10	14.00
PMI-PBA®	0	4	10	14.00

*Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.