Strategic thinking is a cognitive discipline that can be learned. Competency can increase with practice over time. Application will improve as insight is gleaned from experience.

-Glenn Tecker

Ten Step Process to using the competencies of collaborative strategic thinking:

1. Describe the initiative
2. Author a vision/goals
3. Determine key stakeholders
4. Conduct conditions assessment
5. Identify strategic issues
6. Determine key factors
7. Develop strategies
8. Assess strategies
9. Select Strategies
10. Develop Action Plans

Step 1: Describe the Initiative

1.1 What do you want to accomplish?

1.2 Generally, how do you intend to accomplish this?

Step 2: Author a Vision/Goal

2.1 Who will benefit from this initiative?

2.2 What will be the benefit to them?
Craft the vision/goal using the following format:
[Beneficiary(ies) will [action verb] [condition or attribute to be attained]

Step 3: Determine the Stakeholders

**Stakeholder:** an individual or group with a significant interest in what you will do or what will be accomplished.

**Key Stakeholder:** an individual or group who either a) has a “right” to be involved or b) is well positioned to be a significant supporter or oppose of the initiative.

<table>
<thead>
<tr>
<th>Key Stakeholders</th>
<th>Interest/Concern</th>
<th>Implications for the Initiative</th>
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<tbody>
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Step 4: Conduct a Conditions Assessment

**“WOTS-UP?”**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
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<tbody>
<tr>
<td>Internal</td>
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Step 5: Identify Strategic Issues

Criteria for Importance

**Impact:** A measure of “breadth” of importance. How basic is the factor? How many other things depend on it or are related to it? A measure related to relationships.

**Consequences:** A measure of “depth” of importance. How bad or good will it be? A measure related to intensity.

**Immediacy:** A measure of the importance of opportunity and sequence. How much time is available? Is there a chronological order? A measure related to time.

Strategic issues that must be addressed:

- 
- 
- 
- 
- 
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-
Step 6: Determine Key Factors

What are the most important factors/forces that will need to be considered in addressing each strategic issue?

**Strategic Issue:** ____________________________________________
Step 7: Develop Strategies

7.1 What actions will be required to address the strategic issues?

7.2 How can the existing capabilities of the organization (assets, skills, technologies, relationships, expertise, etc.) be most effectively used?

7.3 What other capabilities will be required to succeed?

**Strategic Issue:** ____________________________________________________________

**Potential Strategies:**

- __________________________________________
- __________________________________________
- __________________________________________
- __________________________________________
- __________________________________________
- __________________________________________
- __________________________________________

Step 8: Assess Strategies

Is each strategy:

**Necessary**
Is the action essential to accomplish the goal?

**Feasible**
Can we do this action well?

**Appropriate**
Is this action consistent with our mission, vision and values?

As a set of strategies, are they:

**Sufficient**
If we do these actions reasonably well, will we make satisfactory progress toward the goal?
Step 9: Select Strategies

How do you want to a) add to, b) delete from, or c) modify the potential strategies list?

- ___________________________________________________________
- ___________________________________________________________
- ___________________________________________________________
- ___________________________________________________________
- ___________________________________________________________
- ___________________________________________________________

Step 10: Develop Action Plans

Strategy: ___________________________________________________________

<table>
<thead>
<tr>
<th>Key Event</th>
<th>Responsibility</th>
<th>Target Date</th>
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Resources Required:

People

Equipment

Travel

Meals

Printing

Contracted Services

Meeting Space

Etc.

Etc.

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