

# ASHA Leadership Academy

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Strategic Thinking



Facilitated by  
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# ASHA Disclosure Statement



## Kevin Nourse

- Financial: Nourse Leadership Strategies, Independent Contractor. Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

## Alice Waagen

- Financial: Nourse Leadership Strategies, Independent Contractor (subcontractor to Kevin Nourse). Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

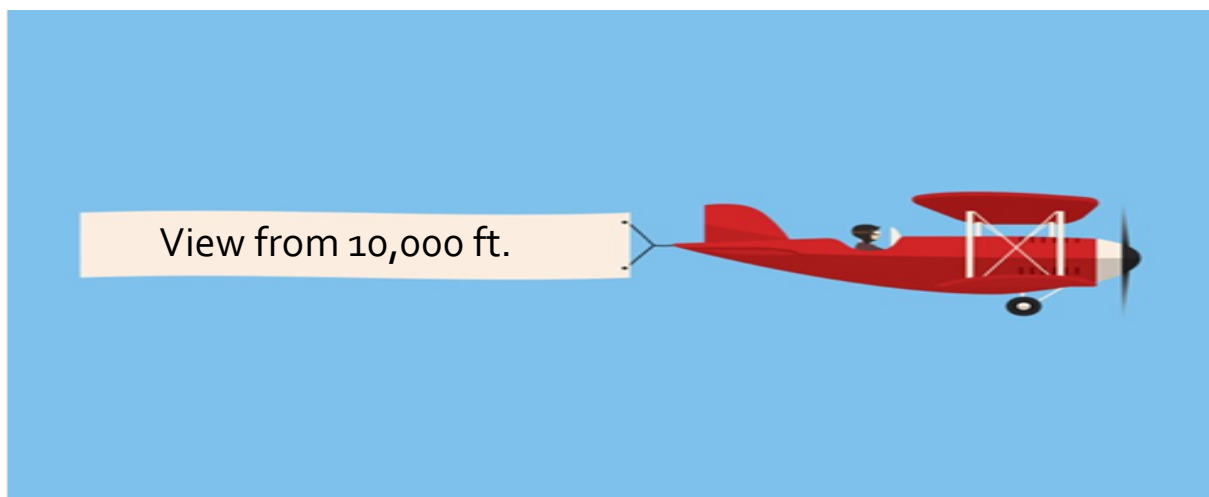
# Introduction

## Why are we here?

*To learn the fundamentals of strategic thinking*

## How will we achieve this?

- Key concepts defined
- Three modes of thinking
- Strategic opportunities
- SWOT analysis
- Wrap-up



# Key Concepts Defined



## Strategy

A defined planned of action to achieve a goal.

## Strategic Thinking

A mindset and tools that leaders use to make sense of and respond to significant challenges, issues, and trends. It involves asking powerful questions, experimenting with different scenarios, surfacing and testing assumptions.

## Strategic Planning

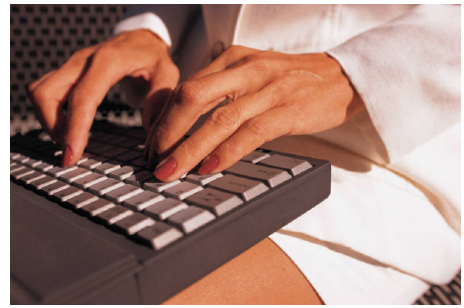
A formal process used by leaders to create a plan for achieving an organizational vision. Most strategic plans address a 3-5 year timeframe and define key priorities for the organization. Developing a strategic plan relies upon strategic thinking.

## Why is it so important for CSD professionals?

- Important skill for those interested in stepping into a leadership position
- Provides an opportunity to move beyond the day-to-day issues and add more value to your organization



# Key Concepts: Research Studies



## Emerging Themes

- Inputs and outcomes from strategic thinking efforts in organizations (Moon, 2013)
- Supportive work environments and cultivation of strategic thinking abilities (Kazmi & Naaranoja, 2015)
- Developing strategic thinking capabilities through online war games (Silva & Mousavidin, 2015)

## Reflection Question



What challenges or big problems exist in your organization today that would represent strategic opportunities for you?

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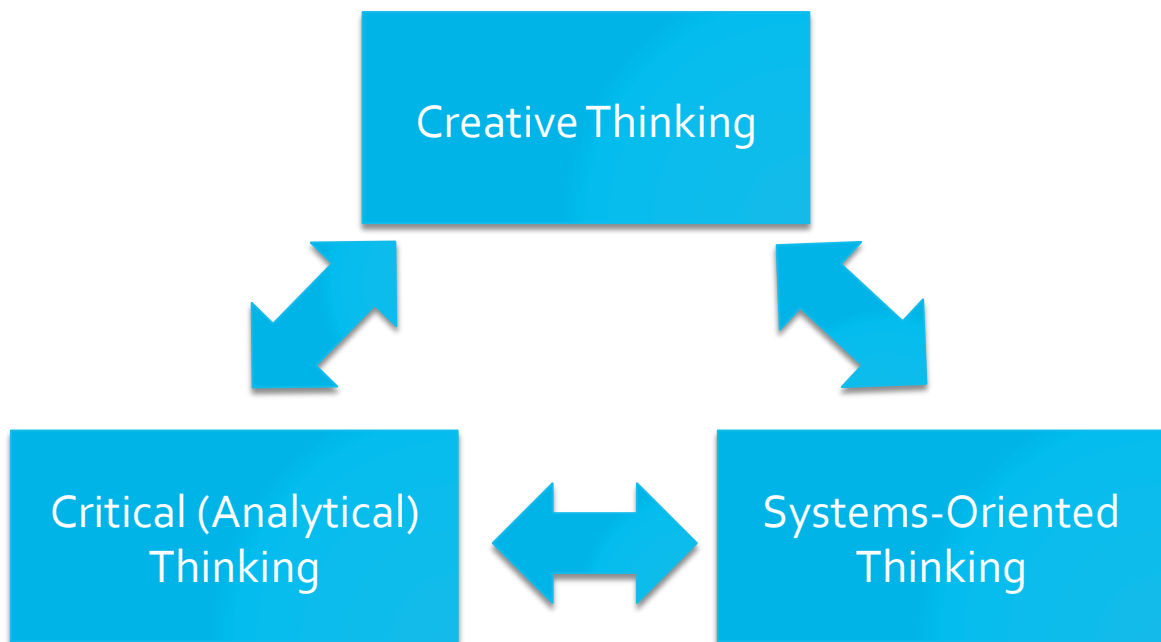
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# Types of Thinking



# Types of Thinking: Critical Thinking



Issue: Staff in our clinic  
are resistant to the new  
scheduling software

Why #1?  
Fearful of change



- Last software implementation failed
- Afraid of impact on productivity

Why #2?  
Don't want to learn a new  
software application



- Don't have enough time
- Instructor is impatient

Why #3?  
Tired of all the changes  
being implemented now



- Feeling overwhelmed by change
- Can't respond to patient needs

Why #4?  
Not sure why we are  
doing this



- Don't see the need for it

Why #5?  
Prefer to schedule clients  
manually on paper



- A tenured employee had a bad experience in another organization with automated scheduling

# Critical Thinking



What are some examples of issues you face in your professional or volunteer roles where the 5-Whys activity could help you think critically?

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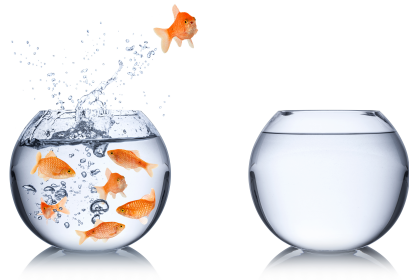
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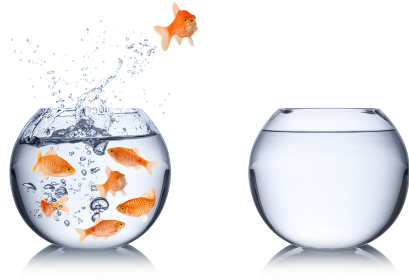
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# Strategic Opportunities



# Strategic Opportunities



## Strategies for Identifying Strategic Opportunities

- Review your organization's strategic plan
- Presentations by senior leaders
- Issues your manager is struggling with
- Emerging trends in CSD profession
- Emerging trends in your geography
- Unresolved issues or challenges faced by patients/clients
- Recurrent issues in your organization
- Brainstorm with trusted colleagues

# Strategic Opportunities



Refer back to the big challenges or problems you identified in the first reflection activity. What unique talents or skills do you have that could resolve these issues?

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# SWOT Analysis



## STRENGTHS

- 1) What are your strengths?
- 2) What unique capabilities do you possess?
- 3) What do you do better than others?
- 4) What do others perceive as your strengths?

## WEAKNESSES

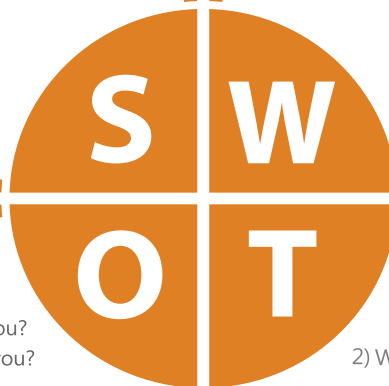
- 1) What are your weaknesses?
- 2) What do your competitors do better than you?

## OPPORTUNITIES

- 1) What trends may positively impact you?
- 2) What opportunities are available to you?

## THREATS

- 1) Do you have solid financial support?
- 2) What trends may negatively impact you?



# SWOT Analysis: Example



## STRENGTHS

- 1) What are your strengths?
- 2) What unique capabilities do you possess?
- 3) What do you do better than others?
- 4) What do others perceive as your strengths?

Professional certifications  
Strong relationship with manager  
Volunteer leadership experience  
Working on a PhD

## WEAKNESSES

- 1) What are your weaknesses?
- 2) What do your competitors do better than you?

Fear of conflict  
Nervous delivering presentations  
Look very young

## OPPORTUNITIES

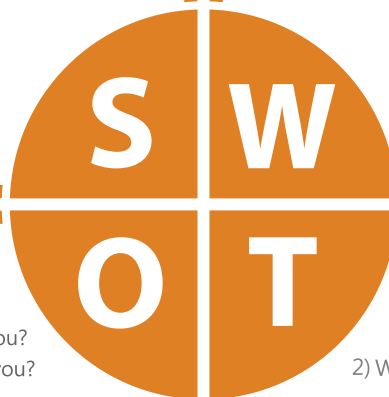
- 1) What trends may positively impact you?
- 2) What opportunities are available to you?

Cross-functional teams in my organization  
New swallowing protocols from an ASHA seminar  
New boss is an ASHA member

## THREATS

- 1) Do you have solid financial support?
- 2) What trends may negatively impact you?

Funding cuts in organization  
Uncertainty about the Affordable Care Act  
Lost my major advocate (senior leader)



# SWOT Analysis



Perform a SWOT analysis on your own career.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>1) What are your strengths?</li><li>2) What unique capabilities do you possess?</li><li>3) What do you do better than others?</li><li>4) What do others perceive as your strengths?</li></ul>	<ul style="list-style-type: none"><li>1) What are your weaknesses?</li><li>2) What do your competitors do better than you?</li></ul>
OPPORTUNITIES	THREATS
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## Key Points



- Strategic thinking is composed of three types of thinking: critical, creative, and systems-oriented.
- Strategic thinking can lead to new career opportunities by identifying critical challenges faced by your organization for which you have skills and interests to solve.
- The SWOT analysis tool can be applied to both individuals and organizations.



- Perform a complete SWOT analysis on your own career; share the results with a mentor or trusted colleague to validate.
- Interview a senior leader to learn more about how to practice strategic thinking.
- Explore in more depth one of the strategic opportunities you identified in this webinar.

## Additional Reading



Citrin, J.M., and Smith, R.A. (2003). *The Five Patterns of Extraordinary Careers*. New York: Crown Books.

Olsen, E. (2006). *Strategic Planning for Dummies*. Indianapolis: Wiley.

Oshry, B. (2007). *Seeing Systems: Unlocking the Mysteries of Organizational Life*. San Francisco: Berrett-Koehler.

Michalko, M. (2006). *Thinkertoys: A handbook of creative-thinking techniques*. Berkeley, CA: Ten Speed Press.

Robert, M. (2006). *The New Strategic Thinking: Pure and Simple*. New York: McGraw-Hill.

Sloan, J. (2016). *Learning to Think Strategically*.