Thinking in Leading, Deciding, and Motivating

• Identify Critical Elements
  ◦ Analyze the strategic environment, identify its elements and their relationships
  ◦ Interpret events and other elements in the strategic environment for signs of risk, opportunity, weakness, advantage

• Project Logical Consequences
  ◦ Infer, given what is known with precision and accuracy within the strategic environment, the logical and most predictable consequences of various courses of action

• Navigate Risk and Uncertainty
  ◦ Infer, given the range of uncertainty and risk in the strategic environment, the full range of the possible and probable consequences of each possible course of action

• Assess Decision Options
  ◦ Evaluate anticipated results for positive and negative impacts
  ◦ Evaluate risks, opportunities, options, consequences
  ◦ Explain the rationale (evidence, methodology, criteria, theoretical assumptions, and context) for deciding on the integrated strategic objectives and for the planning and action parameters that compose the strategy

• Double Check Everything: At every step review one’s own thinking and make necessary corrections.

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