

# Strategic thinking

## Strategy in a Changing World



Aalto University  
School of Business

Henri Schildt

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# Operational vs. strategic decisions

## Operational decisions

Short-term considerations

Limited scope (few units)

Internal focus

Predictable costs and benefits

Within existing knowledge

## Strategic decisions

Long-term considerations

Company-wide implications

External focus

Uncertain and evolving actions

Requires and creates learning



# We need an inter-disciplinary perspective



**Economic**



**Psychological**



**Sociological/  
political**

# Can strategy inspire us?

**Discuss in the table for a few minutes:**

- 1) Who do you consider to be an inspiring leader today?**
- 2) Can you think of an inspiring company or organization?**
- 3) What makes a person or an organization inspiring?**



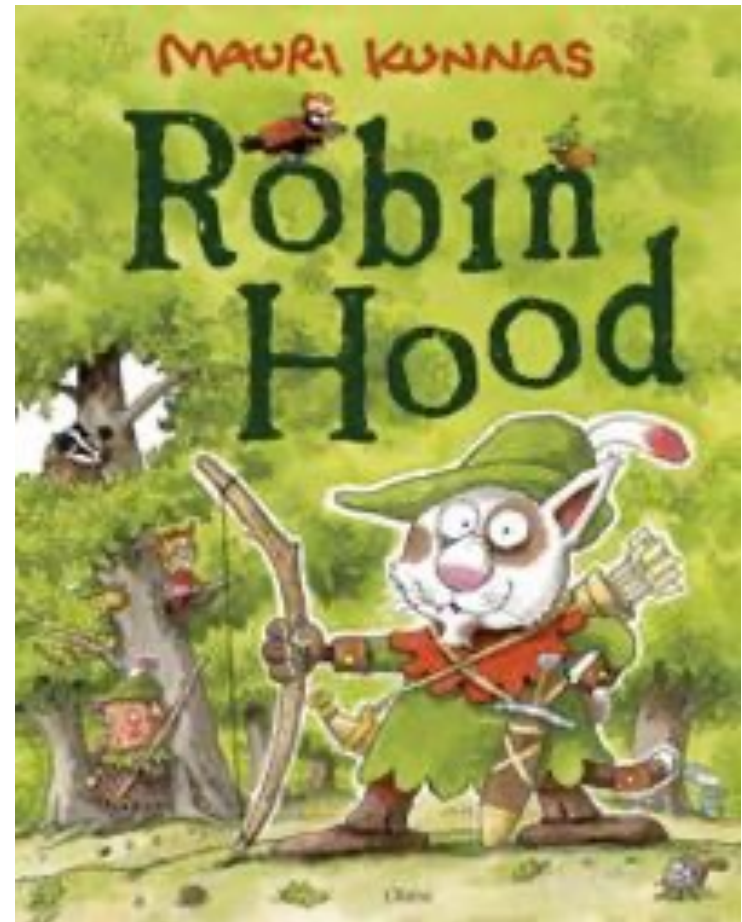
# A challenge-driven view of strategy

Your job is to consult Mr. R.H. on strategic renewal for his criminal organization, *the Merry Men*.

Read the Robin Hood case and create a presentation of three slides:

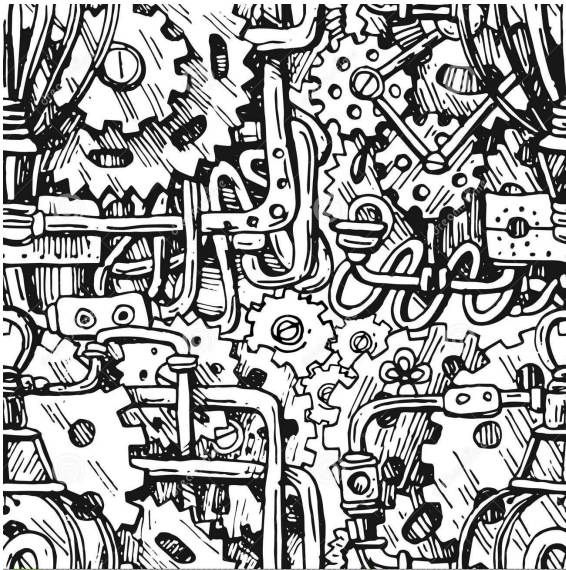
- 1) What is the key strategic challenge?
- 2) Define a new strategy for the Merry Men
- 3) Outline key implementation steps

**You have 45 minutes!**





# Develop pluralistic strategic thinking!



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Strategies create thought-out, aligned, coordinated, and effective companies



Strategies lead to organizations that are alive, synergistic, evolving, learning, and adaptive



Strategies are understandable, coherent, evocative, inspiring, rememberable, aspirational, and create meaningful continuity from the past to the future

# Summary

**Strategy is a complex and ambiguous discipline**

**Strategic thinking involves coping with uncertainties, it must both predict and shape the future**

**Strategic thinking requires attending to diverse stakeholders and balancing their needs and demands**