

Strategic Thinking: *Strategy Pentad*

OVERSIGHT

- View the whole system
- Understand interrelationships
- Business – Industry – Company
- The whole is greater than the sum of its parts
- Vertical perspective sees linkages from corporate to business to functional levels
- Horizontal perspective connects departments to functions to suppliers

INSIGHT

- “Purple Cow”
- Explore
- Creativity
- Creative and critical
- Possess the creative question, “What if?”
- Follows up with, “If... then...”



FARSIGHT

- Long-term plan
- Vision
- Sense of direction
- Forward-looking
- Sense of discovery
- Sense of destiny
- Endurance

NEARSIGHT

- Intellectual curiosity
- Open to new experiences
- Entertains alternative strategies
- Imagination
- New opinions
- Possibilities
- Open-minded
- Stay green
- Non-judgmental

HINDSIGHT

- Recognize the future has no place to come from but the past; hence the past has predictive value
- Recognize that what matters for the future in the present is departures from the past
- Having seen the future that we want, what must we keep from the past, lose from the past, and create in the present to get there
- Use past to anticipate future
- Mistakes are learnings