



Strategic Thinking

The Hammond Educators Strategic Thinking Program equips leaders and professionals at all organizational levels with the mindset, tools, and methodologies to think and act strategically. In today's rapidly changing environments, success depends not only on operational excellence but also on the ability to anticipate future trends, identify risks and opportunities, and align decisions with long-term organizational goals.

Through a carefully designed series of interconnected courses, this program builds the full spectrum of strategic capability—from understanding core concepts and creative problem-solving to developing cohesive teams that can execute on strategic plans with precision and purpose.

Our Strategic Thinking program is comprised of 4 courses which can be taken individually, or as a complete program:

1. **Introduction to Strategic Thinking (1 Day):** This foundational course introduces the disciplines of strategic thinking and the Recognize–Prioritize–Mobilize (RPM) framework to help participants align their work with organizational vision and make confident, autonomous decisions
2. **Strategic Planning (2 Days):** Leaders learn to transform vision into action by applying the RPM cycle to identify opportunities, assess risks, and mobilize resources for both short- and long-term organizational success
3. **Developing a Strategic Thinking Team (2 Days):** Managers discover how to cultivate a culture of collaboration and strategic thinking within their teams, empowering members to connect organizational goals with their personal growth and career development
4. **Creative Thinking: An Essential Skill for Strategic Thinkers (2 Days):** Participants develop creative thinking techniques that enhance innovation, problem-solving, and adaptability—key skills for generating fresh ideas and effective strategies in dynamic environments

Together, these courses form a comprehensive pathway that builds individual capability, strengthens team collaboration, and ensures organizations think and act strategically at every level.

Detailed course descriptions are on the following pages.



Introduction to Strategic Thinking (1 Day)

“Strategic thinking is the set of mental disciplines leaders use to recognize potential threats and opportunities, establish priorities to focus attention, and mobilize themselves and their organizations to envision and enact promising paths forward.

-Michael D. Watkins

Strategic thinking will help all employees align their work with the organizational vision. They can make decisions with autonomy and be confident their work helps to achieve organizational goals. Strategic thinking can be done individually or in groups.

Group strategic thinking creates additional value by increasing collaboration and creative dialogue, where individuals gain other people's perspectives on critical and complex issues. Teaching your employees to be strategic thinkers is a great way to provide more autonomous decision making where the employees' decisions remain aligned with the strategic vision of the organization.

Participants in this course will be introduced to strategic thinking and its foundational disciplines. They will learn a methodology of applying strategic thinking to their work and how to layout strategic plans to reach the goals of their organization.

Participants will learn how to apply strategic thinking as an individual and also in groups including groups with diverse skills, experience and management levels within the organization. They will learn how to recognize factors essential for future success, prioritize actions and create plans to reach future success and mobilize others to deal with potential threats, solve problems and achieve organizational goals.

Participants will build an action plan for their continued growth as a strategic thinker including improving their own skill and that of their team members.

Course Objectives:

Upon completion of this course, participants will be able to:

1. Define strategic thinking
2. Describe each discipline of strategic thinking: Pattern Recognition, Systems Analysis, Mental Agility, Structured Problem-Solving, Visioning, and Political Savvy
3. Explain the Recognize-Prioritize-Mobilize (RPM) cycle and use it to create a strategic plan
4. Describe the value of applying critical thinking to your strategic planning
5. Use creative thinking to assess risk, solve problems and make decisions
6. Explain how Artificial Intelligence (AI) can benefit strategic thinking
7. Describe different techniques, tools and methods used to create a strategic plan
8. Create a personal action plan to increase their strategic thinking ability



Strategic Planning (2 Days)

“Strategy is a fancy word for coming up with a long-term plan and putting it into action.”

-Ellie Pidot

The purpose of this course is to offer several techniques leaders at all levels of an organization can use to help align theirs and their teams work with the organizational goals and vision. The course focuses on helping leaders create strategic plans for both short- and long-term goals.

Participants will learn how to apply the Recognize-Prioritize-Mobilize (RPM) model, a cyclical process, which can be used to rapidly effect change. By more quickly recognizing, analyzing and prioritizing critical organizational opportunities and threats, leaders will be able to create a plan with achievable goals.

Participants will learn how to foster provocative conversations that allow team members to learn other team members' perspectives. This will both help align team member efforts but also foster team development because they are all working towards collective goals.

Participants will learn how to adjust their plan and goals based on assessed risks as well as new opportunities. They will learn the important factors of gaining support for their vision and mobilizing resources, so the organizational goals are achieved.

Course Objectives:

Upon completion of this workshop participants will be able to:

1. Develop a vision and share the vision with internal and external stakeholders
2. Create and implement a strategic plan to lead an organization to a better future
3. Translate the organizations vision of future success into prioritized, actionable goals
4. Mobilize resources in the organization to implement the strategic plan
5. Rapidly recognize internal and external factors affecting the organization to identify essential opportunities and risks
6. Apply the **Recognize-Prioritize-Mobilize** (RPM) cycle to deal with threats and opportunities
7. Improve their mental agility to assess risks and identify emerging threats and opportunities in complex and uncertain environments
8. Create system models showing the most important cause and effect relationships affecting the organization
9. Look at challenges and opportunities from different perspectives and think through potential actions and reactions to help direct your organization
10. Implement structured problem-solving to help direct organizations to effectively solve problems and apply the best solutions
11. Effectively navigate political environments affecting the organization



Developing a Strategic Thinking Team (2 Days)

"The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails."

-John Maxwell

The purpose of this course is to provide managers with the techniques and skills to help develop members of their team to be strategic thinkers.

They will learn how to encourage a culture of strategic thinking and how to gain value from an increase in collaboration that comes with team-wide strategic thinking. Managers will also be able to evaluate and provide development opportunities to their staff and invest in action learning.

Team members who build an understanding of strategic thinking will not only be more effective in their jobs as it pertains to the organizational goals, but they will be able to apply the process to their own career development goals.

They will learn how to envision a future for themselves and layout a plan to achieve those goals. They will have confidence and trust in you as their leader because they'll see how the entire team is aligned with both the organizations goals and understand how their own work helps achieve the vision.

Course Objectives:

Upon completion of this workshop participants will be able to:

- Define how teams can use strategic thinking to foster collaboration
- Introduce the recognize-prioritize-mobilize cycle
- Introduce the disciplines of strategic thinking to their team
- Encourage a culture of strategic thinking throughout their team
- Provide development opportunities to members of their team
- Foster an increase in collaboration among team members and both internal and external stakeholders
- Describe the importance of investing in action learning



Creative Thinking: An Essential Skill for Strategic Thinkers (2 Days)

To take full advantage of the fast pace of technological change and opportunity, professionals must constantly seek new and innovative solutions to the challenges facing their organizations. This workshop is designed to provide the skills that they'll need to accomplish this.

Creative thinking is an essential component of strategic thinking as it will improve the professional's ability to recognize opportunities and potential risks and choose from a wide variety of resources to offer the best solution to the organization.

Participants will learn several creative thinking methods they can implement individually, in groups or as leaders. Participants will learn to identify and eliminate those psychological and personal barriers that block full use of creative potential.

Course Objectives:

Upon the successful completion of this workshop, participants will be able to:

1. Plan and lead an ideation session
2. Explain the difference between convergent and divergent thinking
3. Use several ideation methods to generate ideas
4. Use several methods to evaluate ideas and possible decisions
5. Develop an action plan to implement a decision