

# Succeed with strategic thinking

Strategic thinking skills are not an optional add-on. They are **critical** to business success. To embed these skills throughout the workforce, organizations must enable and **encourage** employees to practice strategic thinking from day one — and every day onwards.<sup>1</sup>

60%

of leaders say **less than 20%** of workers understand company strategy<sup>2</sup>

61%

say their company often **struggles** to implement its strategy day to day<sup>3</sup>

## Avoid strategic thinking mistakes

Only  
41%

of companies have people with the right **skills** to implement high-priority **strategic** initiatives



## Look for the 4 signs of a strategic thinker<sup>5</sup>



- 1 Seeks hard, fact-based, logical information
- 2 Questions unquestioned assumptions
- 3 Seeks opportunities to win at low/no cost
- 4 Usually indirect and unexpected, not head-on or predictable

Organizations that master both **formulating** and **executing** strategy are:<sup>7</sup>

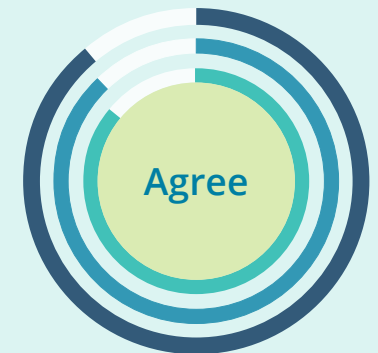
**2x** more likely to exceed targets for delivering **innovative products and services**

**3x** more likely to exceed strategic **objectives**

**3x** more likely to exceed financial **targets**

## Achieve strategic thinking outcomes

Leaders agree that strategic thinking skills are **very important** or **essential** to competitiveness<sup>6</sup>



**89%** Formulating strategy appropriate for **changing** market conditions

**88%** **Executing** initiatives to deliver strategic results

**86%** **Prioritizing** and **funding** the right initiatives

When your organization **can't adapt** quickly to change, you risk:<sup>4</sup>

- losing customers
- losing opportunities to competitors
- losing profit
- a decline in growth



1. McKinsey & Company, 2017  
2. Organizational Synergies, 2003  
3. Economist  
4. Diedrich et al., 2021

5. McKinsey & Company, 2017  
6. Diedrich et al., 2021; Smith, 2022  
7. Diedrich et al., 2021; Smith, 2022