

Competency: Strategic Thinking

The Need for Strategic Thinking for University Leaders:

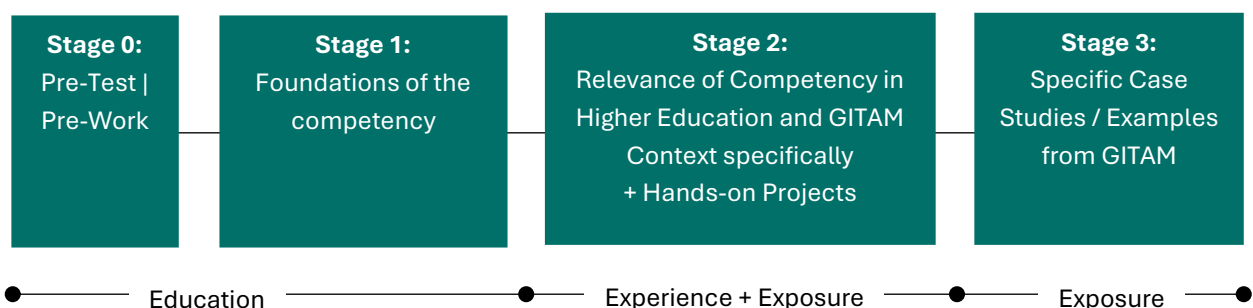
Universities currently operate in an era of rapid, disruptive changes, with increasing complexity, intense competition, and fast evolving student aspirations. Universities also have a crucial role to play in creating the right talent that helps in nation-building. In the backdrop of this, university leaders must navigate these forces with a strategic mindset.

This competency equips the university leaders with the essential strategic thinking mindset, skills, frameworks, and research, enabling them to analyze the institutional challenges and opportunities, formulate effective strategies, and execute these strategies with agility.

The workshops, hands-on exercises, peer interactions, case-studies as part of competency development instill the critical thinking and confidence in leaders, to develop and deploy strategies that impact the growth, differentiation, excellence, impact, and value generated across different university domain areas – for current and future.

Competency Development Structure:

The structure is thoughtfully created to provide an **immersive experience** for the participants with the right mix of **education**, **exposure**, and **experience**, so their ability to apply the competence gained in their work is enhanced.



Strategic Thinking Competency Development Stages:

The following are the three stages:

Stage 1: Foundations of Strategic Thinking

- Understanding what strategic thinking is, with examples.
- Analyzing different **stages** of strategy **development** and **execution**, and the different **frameworks/methods** of doing so. Discuss **generic** cases at each of the stages. **Indicative** stages and potential frameworks are mentioned below for reference.
 - Strategic analysis and environmental scanning (Stakeholder Analysis, SWOT Analysis, PESTEL Analysis, Porter's Five Forces, Scenario Planning)
 - Strategy formulation (Vision-Mission-Values Alignment, Blue Ocean Strategy, Balanced Score Card, Value Proposition Articulation)
 - Strategy implementation and execution (OKRs, Kotter's 8-Step Change Model, McKensey 7S Model)
 - Strategy performance monitoring and strategic adaptation (KPIs, BCG Matrix)
- Develop acumen to balance **short-term**, **medium-term**, and **long-term** strategic priorities across the stages.
- Internalize the **best practices**, dos and don'ts of strategic thinking.
- Recognize that **change** is constant, can be disruptive, hence develop the **agility** to be a **change-maker**.

Stage 2: Relevance of Strategic Thinking for Higher Education

- Examine how strategic thinking applies to various **domains** of a higher **education institution**, such as – Growth, Academic Excellence, Student Experience & Success, Faculty Experience & Development, Research & Thought leadership, Innovation & Change, etc.
- Explore case studies from global and local universities.

Stage 3: Perspectives and Case Studies from GITAM Context

- Analyze GITAM's **vision** for the future and the ongoing **strategic initiatives** to support the vision.

Outcome Expected:

After completing this workshop, the participants should develop the ability to lead change with enhanced clarity, innovation, and structured approaches, to create a resilient and forward-thinking institution.