

A large, central image of two hands shaking in a firm grip. The hands are rendered in a semi-transparent, golden-brown color. Overlaid on the hands is a composite image featuring a city skyline with skyscrapers and silhouettes of several business professionals in various poses, suggesting a professional agreement or partnership.

Become a Strategic Advisor

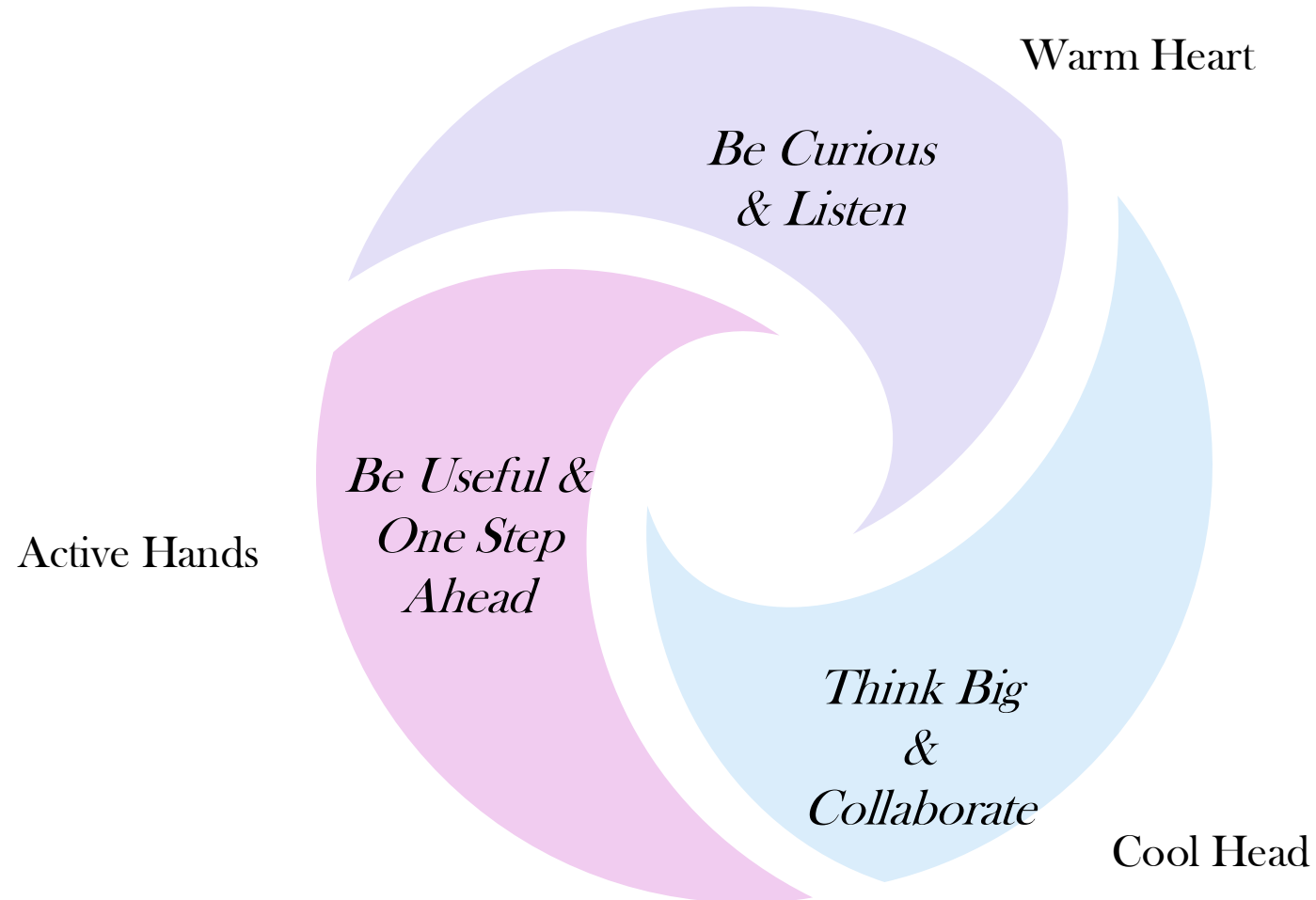
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LEADERSHIP IS ABOUT
COOL HEAD,
WARM HEART, &
ACTIVE HANDS

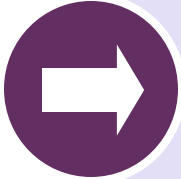
ANONYMOUS



Becoming a Strategic Advisor



Objectives & Agenda

- 
- Learn to generate trust with stakeholders.
 - Understand the modalities of strategic collaboration
 - Practice in a case-study environment.

CET	Topics and Activities
14:00 - 14:15	Check-in & Overview
14:15 - 15:00	Warm Heart
15:00 - 16.15	Cool Head
16.15 - 17.00	Active Hands
17:00 - 17.15	Wrap-up

Emerging complexity is not only macro but also micro; Curiosity helps in understanding micro..



Informal Information

Value System

Unsaid Words



Beliefs and Patterns

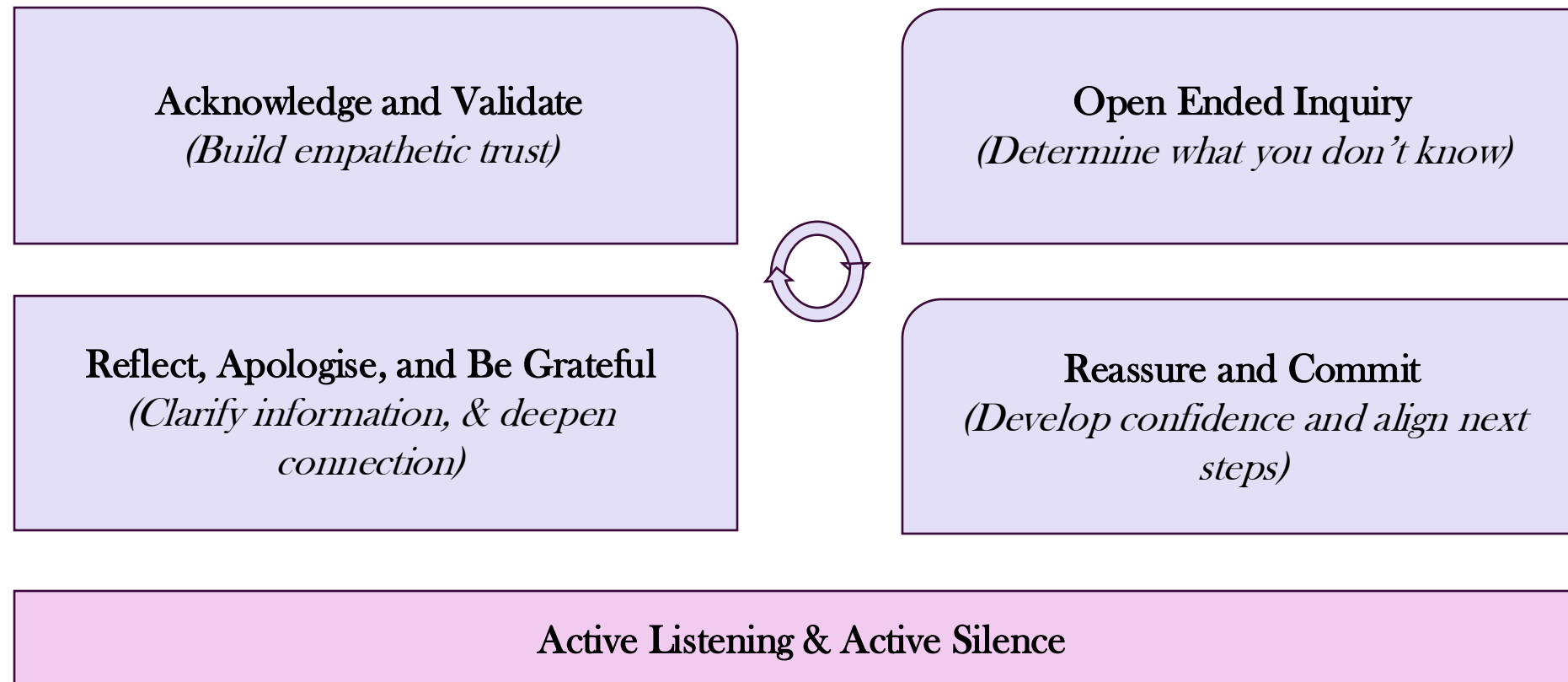
Unprocessed Thoughts

Emotions

Curious Listening reveals underlying micro complexities and help relationship building



How to do Curious Listening?





Golden Words showing “Warm Heart”

Acknowledgement & Validation

- *I recognize and appreciate the effort and thought you've put into this.*
- *Your perspective is vital, and I'm grateful you're sharing it with us today.*
- *Understandably, you feel that way, given the circumstances. Many would feel the same in your position.*

Open Ended Inquiry/ Genuine Interest

- *I'd love to hear more about your perspective on this matter.*
- *How do you see this impacting your team/department?*
- *How can we/I Help?*

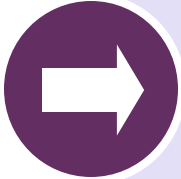
Reflection, Apology & Gratitude

- *Let me reflect back on what I've heard to ensure we're on the same page.*
- *Thank you for bringing that to our attention. We regret the oversight. (if needed)*
- *Thank you for being open and candid about your concerns. We appreciate the time you've taken.*

Reassurance & Commitment

- *Our common goal is to achieve [specific objective], and your input helps us move closer to that.*
- *Your feedback is integral to our process, and we'll ensure it's factored into our next steps.*
- *Based on what you've shared, we'll take the following actions.*

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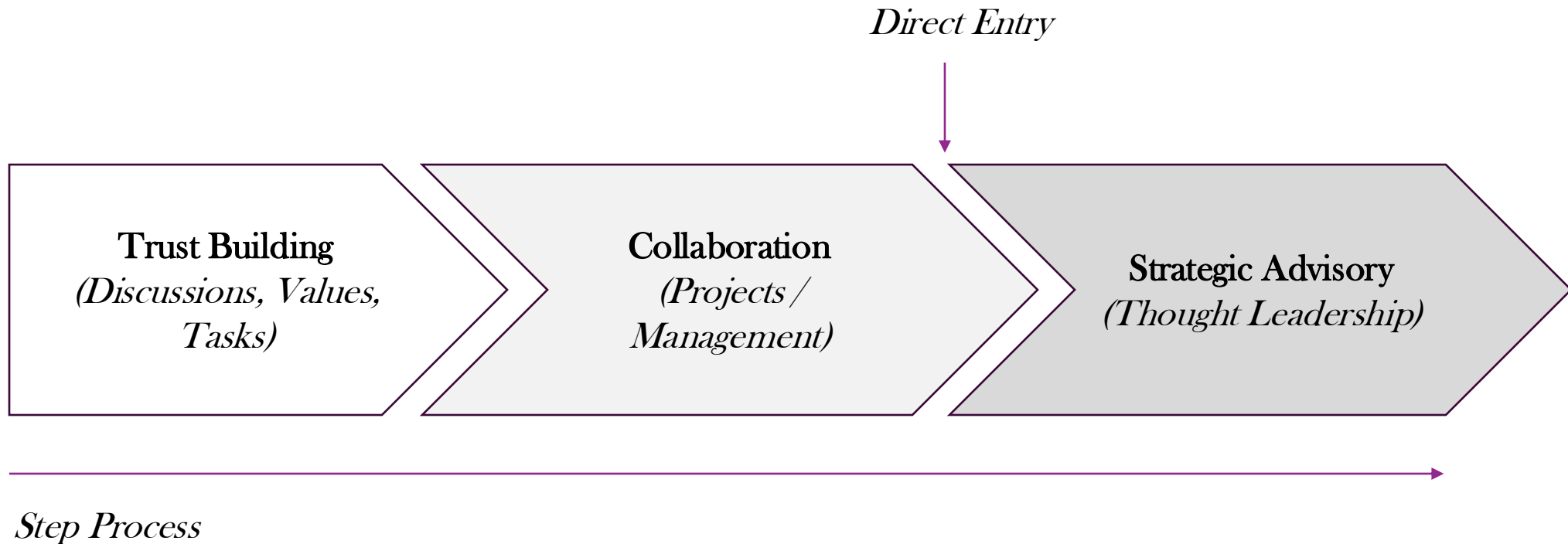
SHIFT THE CORE THOUGHT -

FROM - “WHAT WILL WE GET OUT OF IT?”

TO - “HOW CAN WE SUPPORT?”



Strategic Advisory has to go through steps and takes time; unless it has been asked or felt right





Make your Strategic Advisor shine by taking a step back and provide an objective overview

- Provide innovative strategies for competitive edge; disruption models
- Stay one step ahead in thinking

Innovation

- Support in aligning with other stakeholders, especially difficult ones
- Have cross-departmental connections

Big Picture Thinking

- Take a step back and provide objective perspectives on different topics
- Communicate interdependencies

Portfolio Approach

- Discuss overall portfolio or mandate and where you can support
- Open the talks on resource optimization

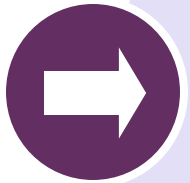
Stakeholder Alignment

How do you bring a strategic perspective to meetings e.g. Steering Committee?



- Take a step back when everyone is debating a situation:
 - Why it happened?
 - Does the solution lie somewhere else?
- Take a step back when everyone is agreeing:
 - Are we missing something?
 - Shall we take Devil Advocate's position?

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TRUST IS EARNED WHEN ACTION MEETS WORDS

CHRIS BUTLER





A few important hygiene considerations...

Keep Partners Informed and Aligned

- Overcommunicate – rather than under, especially timelines.
 - Drop a summary email on key points after the meeting (within 24-48 hours)
 - Share some thought leadership documents once in a while, if possible
 - Schedule regular coffees or lunches
- Keep the deadlines, and if not, communicate much earlier.

Produce Quality Deliverables

- Go the extra step in the quality of deliverables; it makes a difference
 - Structure, story, easy to read, so what, the “ask”
 - Spell checks, page numbers, aesthetics
- Use the 4-eye principle for important deliverables; don’t take partners for granted.

Minimize Surprises

- Do proper risk mitigation and interdependency planning
 - If something is not on track, give an earlier heads-up
 - If something is before time, celebrate together
- Ask for support, whenever needed!

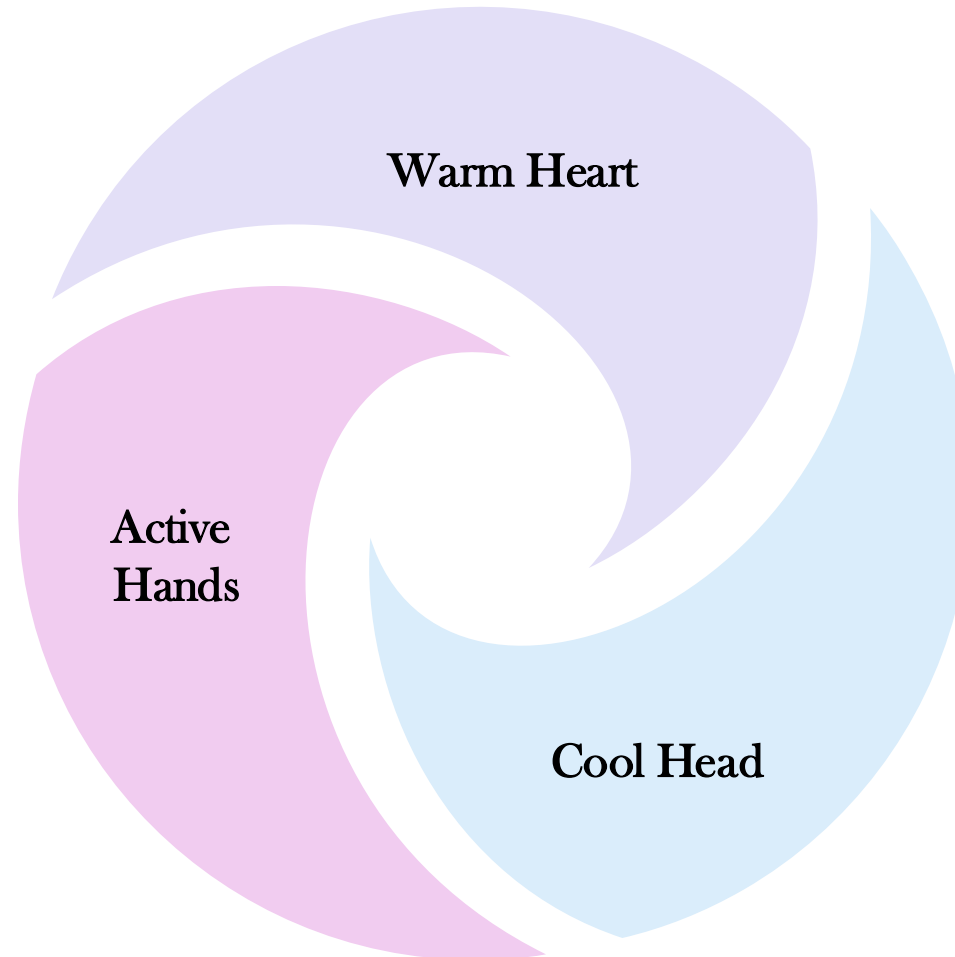
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Becoming a Strategic Advisor – Summary



Action is a Basic Requirement:

- Keep Partners Informed & Aligned
- Produce Quality Deliverables
- Minimize Surprises

Curious Listening for Relationship Building:

- Acknowledge and Validate
- Open Ended Inquiry
- Reflect & Gratitude
- Reassure & Commit

Move towards Service Mindset:

- Big Picture Thinking
- Portfolio Approach
- Stakeholder Alignment
- Innovation