



Strategic thinking mindset:

Concept development and assessment of
strategic thinking aptitude

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Strategic Thinking



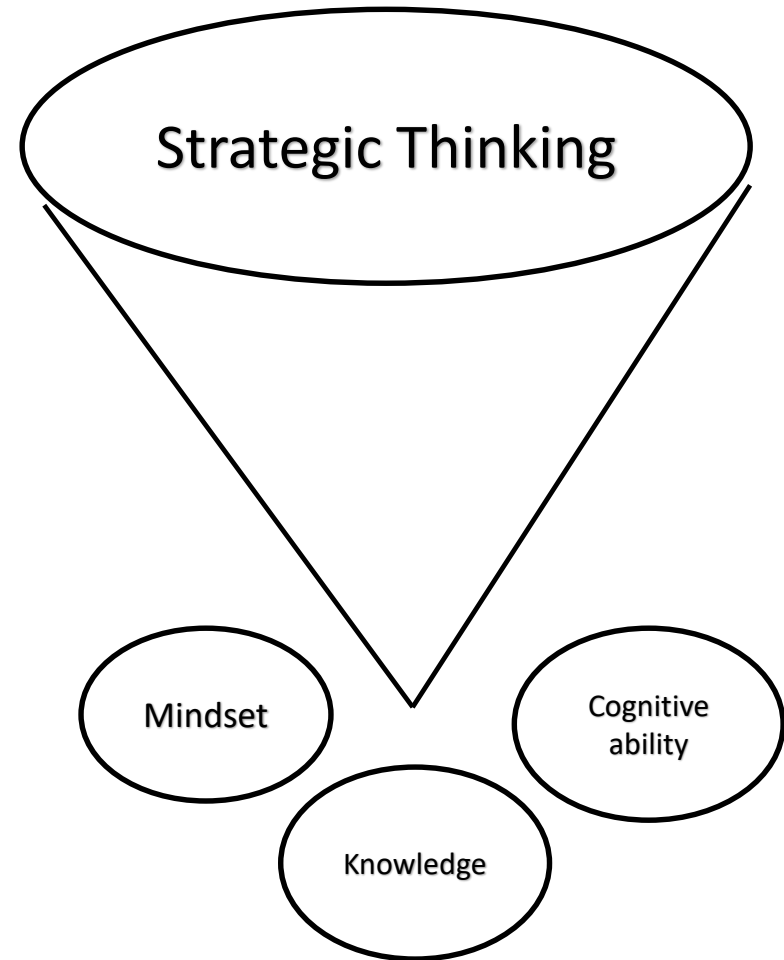
- What is it?
 - Cognitive process
 - Synthesis and creative insight
 - Improve organizational competitive position
- Why is it important for the Army?
 - Identify future threats to national security and exploit opportunities to improve security
 - Leaders able to visualize potential futures, anticipate change, mitigate risks, and shape the security environment.
 - Strategic Thinking = Anticipated Events = Time = Options
- Why do we need to assess it?
 - Identification
 - Selection
 - Development
 - Evaluation



Mindset as a foundation for competencies



- Systems and synthesis
- Creativity
- Directionality
- Criticality
- Awareness of time
- Adaptability and opportunism
- Breadth and inclusion
- Self-awareness and self-control
- Action learning





Characterizing a mindset for strategic thinking



- Flexibility
 - Willingness to adjust when conditions change or new information is presented
- Humility
 - Comfort with acknowledging a wrong or incomplete understanding; the tendency to question one's understanding
- Inclusiveness
 - Welcoming of information and perspective from a broad range of sources



Sample SJT Item



CPT Clark was attached as civil-military support to a humanitarian dental effort. CPT Clark was there to facilitate interaction with the local population and spread the word about the services available. However, the local government insisted that information about the services could only be distributed with approval and through the national government. However, the representatives CPT Clark had to work with were antagonistic and slow in responding and generally publicizing the effort.

If you were in CPT Clark's position, and given the following options, what would you personally most likely *and* least likely do?

- A. Arrange a meeting with the local government officials and try to understand more about why they are resistant.
- B. Request that someone above you in the U.S. chain of command reach out to someone higher in the local government to bypass the resistance.
- C. Try to informally publicize your services through word of mouth, but nothing official.
- D. Comply with their bureaucratic processes for publicizing the efforts, accepting the delays in order to maintain a good relationship with the government.

Most Likely

Least Likely



Sample Self-Report Items



Instructions: Please consider your general tendencies when confronted with an unusual problem or unclear situation. Rate each of the following statements on the scale below based on how strongly you agree that the statement reflects your general tendencies. Circle one. |

5 = Strongly agree	<i>Strongly agree</i>					
4 = Moderately agree	<i>Moderately agree</i>					
3 = Neither agree nor disagree	<i>Neither agree nor disagree</i>					
2 = Moderately disagree	<i>Moderately disagree</i>					
1 = Strongly disagree	<i>Strongly disagree</i>					
When I am confronted with unusual problems or uncertain situations...						
1.	My judgment is usually not changed by others' opinions.....	1	2	3	4	5
2.	I trust in what has been successful in the past.	1	2	3	4	5



Observed Psychometrics



Reliability

SJT

- Flexibility $\alpha = .31$
- Humility $\alpha = .18$
- Inclusiveness $\alpha = .34$

Self-report

- Flexibility $\alpha = .64$
- Humility $\alpha = .35$
- Inclusiveness $\alpha = .49$

Construct Validity

SJT

- Flexibility $r = .31$
- Humility $r = .36$
- Inclusiveness $r = .21$

Self-report

- Flexibility $r = .27$
- Humility $r = .15$
- Inclusiveness $r = .31$



Potential Utility for the Army



- Individual leader self-awareness
- Guide for self-development, personal growth
- Talent management
- Metric of change for broadening assignments or PME
- Part of a commander's leader professional development program with staff

Future work: refinement for improved psychometrics and adaptation to other Army populations



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