



The Outthinker Process

A Strategic and Innovative
Thinking Process

In times of change, the ability to see innovative, strategic options becomes critical for continued success. The Outthinker Process equips leaders and their teams with a practical, repeatable method to develop and adjust an innovative strategy that helps them outthink and outperform their competition.

To drive organizational success, it is necessary to think beyond obvious solutions. Businesses easily get stuck thinking that they only have this, that, or the other option, when in fact, unleashing creative solutions that push beyond the obvious creates a Fourth Option®. Individuals and teams working through The Outthinker Process discover Fourth Options for breakthrough solutions to challenges of any size.

Throughout this one or one-and-a-half-day program, participants first work through a business case to master the process, habits, and core tools. Participants then deepen their skills by applying what they have learned to a real-life, immediate business challenge. By immediately practicing what they learn, participants build their comfort level by designing innovative strategies to create breakthrough solutions to their business challenges.

GP Strategies®' strategic innovation program, The Outthinker Process, is based on the book *Outthink the Competition* by business strategist Kaihan Krippendorff. This program draws on the study of hundreds of history's most innovative strategic thinkers and competitive companies from Wal-Mart and GE to Google and Apple. It is designed to help leaders gain strategic clarity and create innovative solutions.

Participants leave with a set of tools to use that can be applied to any challenge. By working through the IDEAS framework (Imagine, Dissect, Expand, Analyze, and Sell), The Outthinker Process enables individuals and teams to define creative strategies to address critical business challenges.



Learning Objectives

Participants in The Outthinker Process will:

- Learn and gain command over a set of strategic and innovative thinking tools
- Apply these tools to real-world challenges
- Create Fourth Option solutions for a current initiative or problem

Target Audience

The Outthinker Process is designed for the following:

- Senior level leaders and intact teams who must address strategic problems and turn opportunities into competitive advantages and/or
- Any individual who will benefit from learning and applying strategic thinking and innovation skills in their role

Outcomes

After participating in The Outthinker Process, your organization's leaders will be better able to:

- Achieve strategic clarity
- Create innovative solutions to pressing challenges
- Develop cohesive strategy
- Drive innovative thinking in the organization

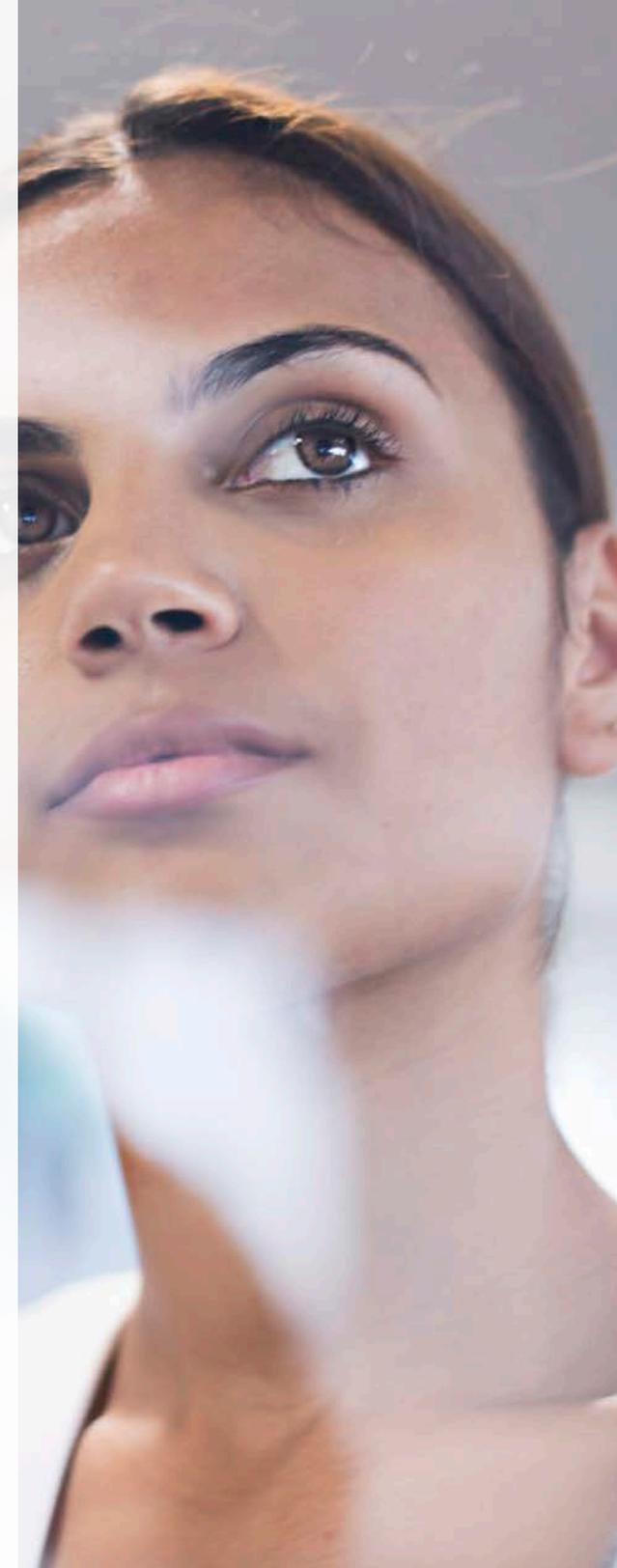
Customization Options

Companies and industries have unique dynamics that shape what becomes the "Fourth Option." GP Strategies can customize your process in the following ways:

- **Customize your playbook:** select the five stratagems most relevant to your situation.
- **Customize the examples:** research and incorporate 5-10 short examples related to your industry and/or situation.
- **Customize the case:** develop a customized case (like Tesla) for your specific situation/ goals.
- **Create competitor playbooks:** analyze and incorporate the playbooks of your competitors/peers to have participants think from the competitors' perspectives.
- **Pair with additional leadership communication course** to take selling your innovative idea to the next level.

The Outthinker Process can be structured to address Innovative and Strategic Thinking in two ways:

- It provides a practical structure to unleash innovation at multiple levels in your organization.
- It solves real-time strategic issues.



Two Examples:

CREATING A DISCIPLINE OF INNOVATION AND STRATEGY:

A high-tech firm needed to develop its top Director-level population by focusing on a core competency of "strategy execution." While not directly charged with setting corporate strategy, this population had to be skillful in developing a "strategy that supported the strategy." Global sessions of The Outthinker Process were conducted in Europe, Asia, and several North American locations during which participants focused on a current strategic challenge and generated an array of "Fourth Option" solutions. Individuals then partnered with their cohorts and coaches to hone the ideas and come up with "winning moves." This process supported the Chief Strategy Officer's corporate directive by providing practical innovation tools and expertise much deeper in the organization, which positively impacted corporate strategy.

CREATING AN INNOVATIVE AND STRATEGIC PLAN FOR A CURRENT BUSINESS CHALLENGE:

The top team of a business unit was struggling with how to maintain the rapid growth it had enjoyed over the past three years. They needed a new three-year growth strategy but knew that if they adopted a traditional top-down approach – in which the CEO and top reports develop the strategy behind closed doors – they risked adopting an uninspired strategy in which few beyond the board room felt committed to. In contrast to this, they identified 100 high-performing managers and pulled them from all key divisions to participate in The Outthinker Process. During the session, small teams thought through the growth challenge and developed new ideas to realize their goals. The effort was supported with coaching through which participants refined their presentations. The final stage was to conduct a strategy review during which groups pitched their plans to top management. The process ultimately resulted in ten innovative plans interwoven into a holistic growth strategy, linking every customer segment, product, and support group. More importantly 100 influential managers throughout the company understood and were committed to the plan because they had created it.

"Using the [Outthinker] process created an entirely different way of solving business problems. It was as though someone suddenly opened the floodgate; there was a whole new flow of ideas and energy."

– FORTUNE 500 COUNTRY MANAGER

••• For more information about **The Outthinker Process**, please visit www.gpstrategies.com.



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