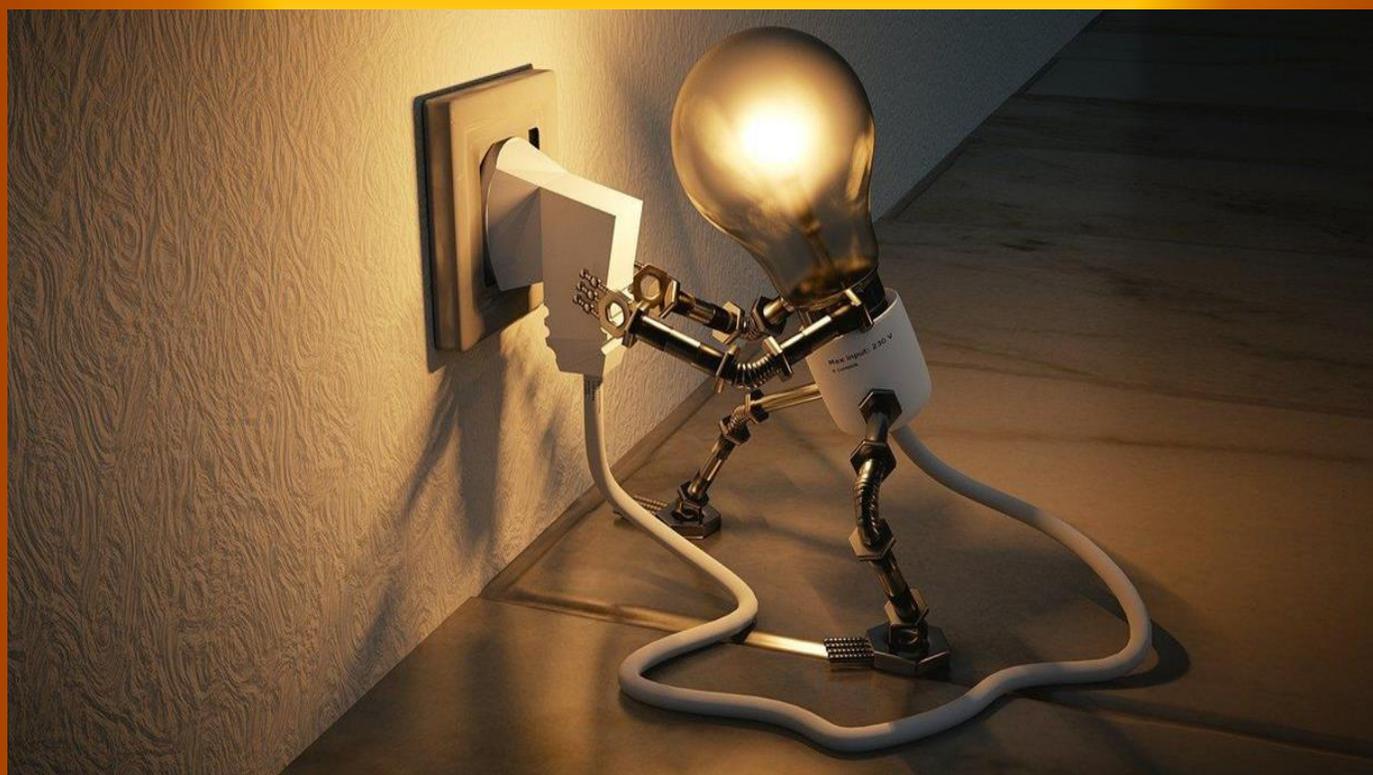




STRATEGIC THINKING

MAKING THINGS HAPPEN



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By

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STRATEGIC THINKING **MAKING THINGS HAPPEN**



INTRODUCTION **MAKING THINGS HAPPEN?**

The phrase "the art of making things happen" resonates with the essence of strategic thinking, which is not limited to planning, but seeks tangible results. Here are some additional takeaways based on strategic thinkers:

SUN TZU



In "The Art of War," Sun Tzu emphasizes the importance of execution and adaptability.

A brilliant strategy without effective execution is useless.

Strategic thinking involves anticipating the movements of the enemy (or the market) and acting decisively.

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Peter Drucker

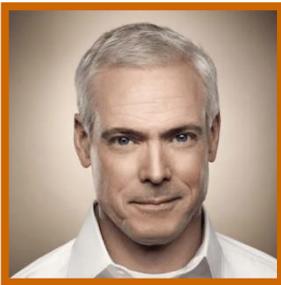


Drucker, a pioneer of modern management.

He emphasized the importance of setting clear and measurable goals.

Strategic thinking helps define these goals and chart the path to achieve them.

Jim Collins



In "Good to Great," Collins argues that great companies not only have a clear vision, but are also disciplined in their execution. E

Strategic thinking provides the framework for this discipline.

CHAPTER 1 THE FIVE SKILLS OF THE STRATEGIC THINKER



"Looking at the big picture, focusing on what matters, and making smarter decisions"

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- We live in an era of constant disruption, where the only certainty is change.
- In this environment, reacting is no longer an option; it is a sentence of obsolescence.
- Strategic Thinking emerges not as just another skill, but as the essential meta-skill to lead, innovate, and build the future.

"This document is not a manual, it is a roadmap to master the art and science of obtaining extraordinary results, looking at the big picture and making bolder, smarter decisions"

"Strategic thinking is the art of seeing the big picture to focus on the essentials and make the right decisions that lead to success."

This definition condenses the essence of the more complex definitions. For example:

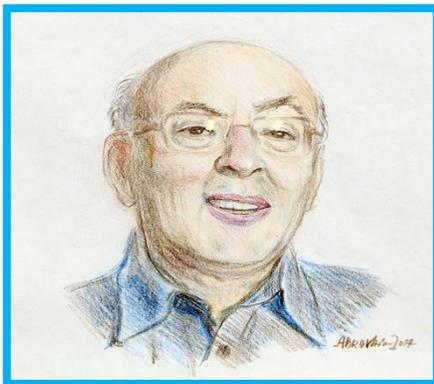
Michael Porter



In his book "Competitive Strategy", he emphasizes the importance of choosing a unique and valuable position that differentiates the company from its competitors.

This requires a deep understanding of the competitive environment (big picture) and one's own strengths and weaknesses (what matters).

Henry Mintzberg



In "The Rise and Fall of Strategic Planning," he argues that strategy is not a static plan, but an ongoing process of learning and adapting.

This involves keeping an eye on changes in the environment (big picture) and adjusting actions accordingly (smarter decisions).



Strategic thinking is:

A mental ability

Which allows you to analyze the current situation of the company and anticipate future scenarios

To make decisions that maximize the chances of success in achieving a goal.

This implies the ability to have a long-term vision, focusing on the future, anticipating trends and changes in the environment.

A Strategic Thinker masterfully handles the following skills and competencies:

ANTICIPATE AND CHALLENGE

Through Proactivity, to create the desired future, avoiding falling into the trap of reacting to events.

It is based on a tool called Pestel.

"The best way to predict the future is to create it" / Peter Drucker

INTERPRET THE INFORMATION

Analysis and synthesis, involves gathering information, analyzing it, and synthesizing it to understand the situation and make informed decisions.

It is based on a discipline known as "Business Intelligence". **Business Intelligence is transforming a company's raw data into meaningful and useful information for decision-making and value creation**

MAKING DECISIONS

Through Innovation and Creativity and innovation, original and innovative solutions are sought to achieve the strategic objectives of the organization.

It is based on "Competitive Intelligence".

Competitive intelligence helps companies make better strategic decisions, anticipate market changes, and gain a sustainable competitive advantage.

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ALIGN THE ORGANIZATION AND SHAREHOLDERS

Results-oriented, focuses on achieving strategic objectives in the most efficient way possible, doing more with less.

It is based on efficiency.

Efficiency refers to the ability to achieve a desired goal or outcome with the minimum amount of resources, effort, or time.

LEARN

Flexibility and adaptation, adapts to changes in the environment and adjusts strategies as needed.

It is based on the analysis of the environment.

Environmental analysis is a process that companies carry out to identify and evaluate external factors that can affect their performance, either positively or negatively.

It is a critical tool for strategic planning, as it allows organizations to understand the context in which they operate and make more informed decisions.

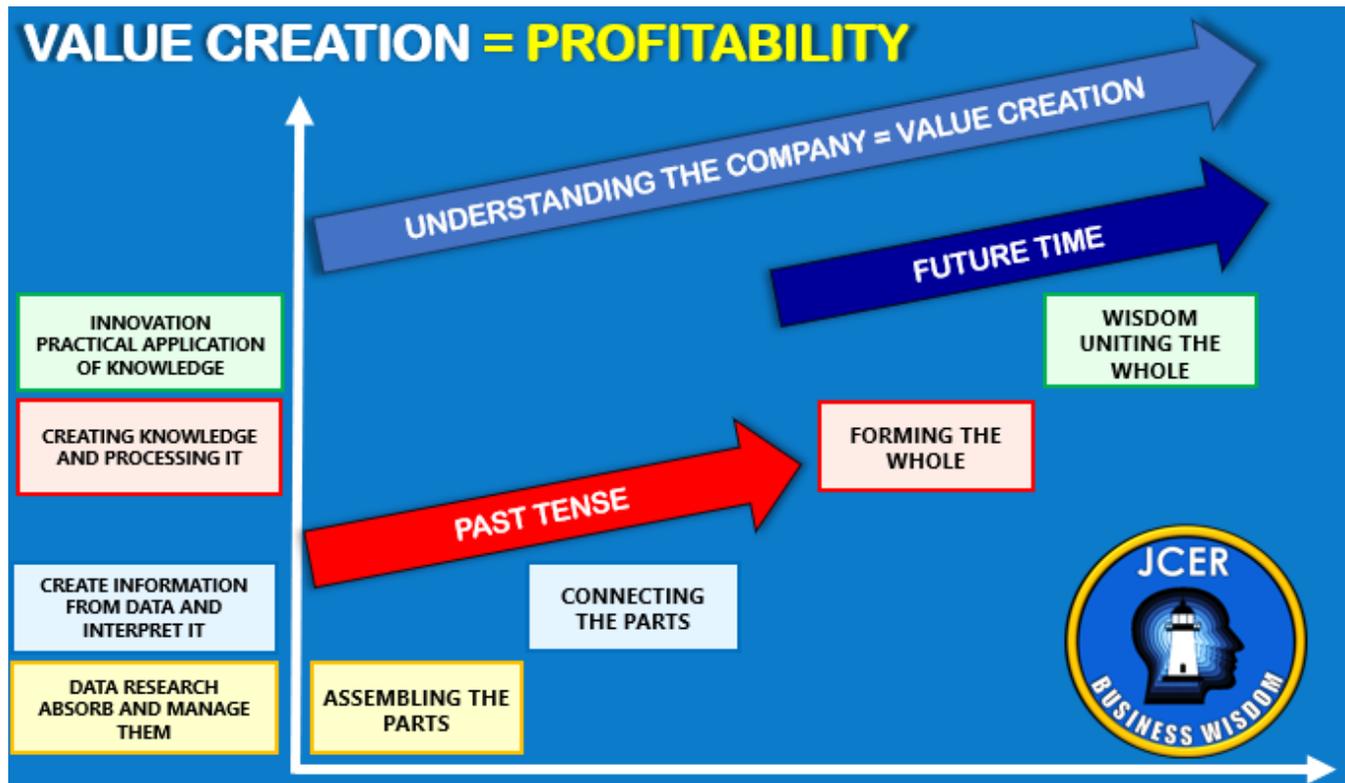
CHAPTER 2 KNOWLEDGE AND VALUE CREATION



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Knowledge is generated through the interpretation of information, and for this, Business Intelligence is essential:

- Big Data > Data Mining
- Creation and formatting to generate intelligent information
- Interpreting Information is Creating Business Value



EFFECTIVELY MANAGING KNOWLEDGE IS MORE VALUABLE THAN SIMPLY MANAGING INFORMATION.



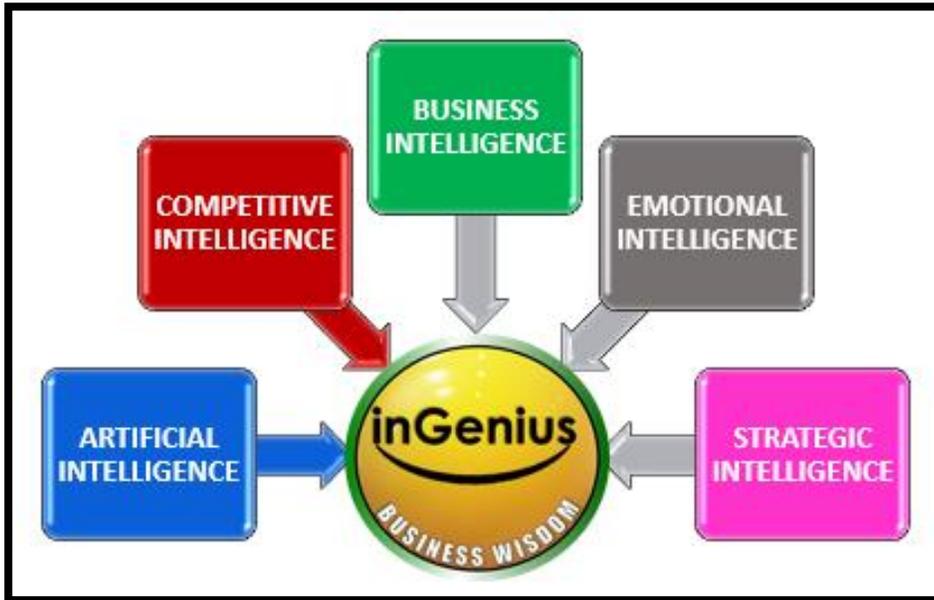
KNOWLEDGE IS INTERPRETED INFORMATION, SO SIMPLY TRANSFERRING INFORMATION DOES NOT CONSTITUTE GREATER KNOWLEDGE OR COMPETENCE.



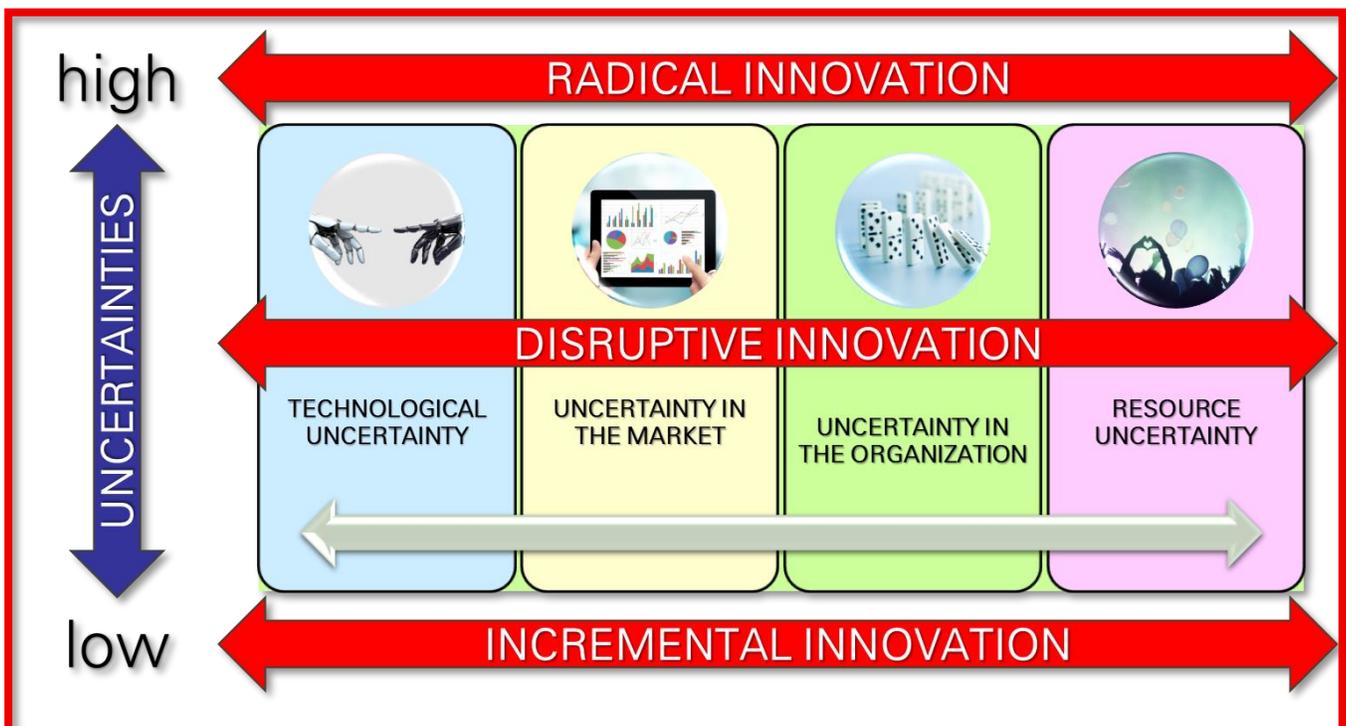
INNOVATION IS THE PROCESS THAT TRANSLATES KNOWLEDGE INTO GROWTH AND SOCIAL WELL-BEING.

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In this "Age of Knowledge", it is necessary to understand the concept of Strategic Thinking and the intelligences that nourish it:



CHAPTER 3 INNOVATION



Innovation is a fundamental concept that drives progress in all areas of human activity, from technology and business to society and culture.



In simple terms, innovation refers to the creation and application of new or significantly improved ideas, processes, products, or services that generate value.

It's not just about having good ideas, but about turning them into practical and effective solutions that solve problems, meet needs, or open up new opportunities.

3.1 FUNDAMENTAL CHARACTERISTICS OF INNOVATION



Novelty involves the introduction of something new, whether it is a product, service, process, or business model that did not previously exist or has been substantially improved.

Value, innovation must generate value, whether economic (greater efficiency, lower costs, higher income), social (better quality of life, greater equity), or environmental (sustainability, reduction of environmental impact).

Implementation, innovation does not stay at the idea stage. It requires the implementation and adoption of novelty in the real world.

Impact, successful innovations have a significant impact, transforming industries, changing behaviors, or improving the way we live and work.

3.2 TYPES OF INNOVATION FROM A GENERAL POINT OF VIEW

Product/Service Innovation, creation of new products or services, or significant improvements to existing ones.

Process Innovation, implementation of new or improved methods of production, delivery or logistics.

Business Model Innovation, changes in the way an organization creates, delivers, and captures value.

Social Innovation, the development of creative solutions to social problems, such as poverty, education or health.

Technological Innovation, application of new scientific or technological knowledge to create innovative solutions.

3.3 IMPORTANCE OF INNOVATION: INNOVATION IS CRUCIAL FOR SEVERAL REASONS

Economic Growth, boosts productivity, competitiveness and job creation.

Troubleshooting. It allows us to address complex challenges, such as climate change, disease or poverty.

Improvement of Quality of Life, introduces products and services that facilitate daily life and improve well-being.

Adaptation to Change, helps organizations and societies to adapt to an ever-evolving environment.

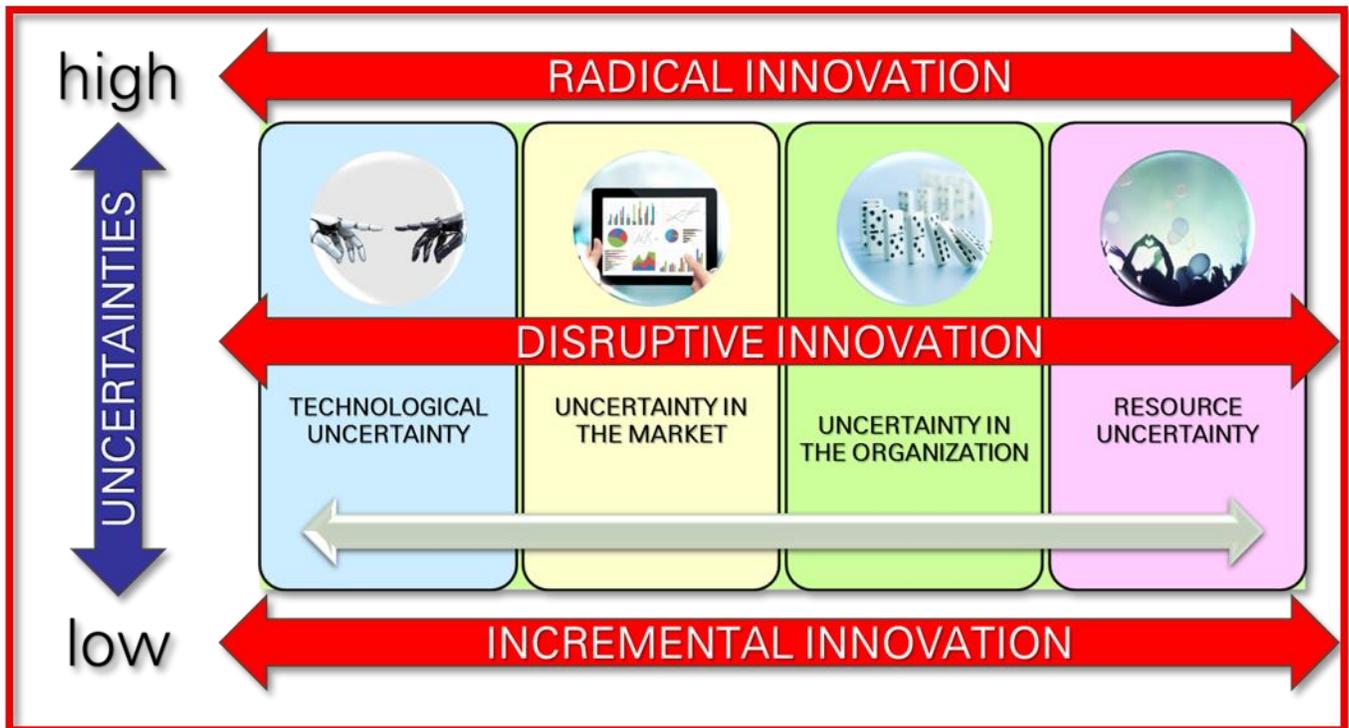
3.4 THE INNOVATION PROCESS

Innovation is not a random event, but a process that usually involves the following stages:

1. **Generation of ideas**, identification of problems, needs or opportunities and generation of possible solutions.
2. **Selection and evaluation of ideas**, analysis of feasibility, value potential and impact of ideas.

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3. **Development and Prototyping**, creation of initial versions or models of the proposed solution.
4. **Testing and validation**, collecting user or customer feedback, and making adjustmentsrec.
5. **Implementation and commercialization**, introduction of innovation in the market or in the real environment.
6. **Dissemination and adoption**, encouraging acceptance and use of innovation by a wider audience.



3.5 TYPES OF INNOVATION

A. Incremental innovation (continuous improvement).

Starting point: Today's consumer. It is based on listening to their complaints or desires about products that already exist.

1. Technological Level: Low. Technical capabilities that the company already masters are used.
2. Uncertainty: Minimal. The market already exists and we know that the customer will buy the upgrade.
3. Example: The move from iPhone 14 to iPhone 15. Better cameras, more battery, but the essence is the same.

B. Disruptive Innovation (New Business Model)

1. Starting point: The "unattended" user or the consumer who is looking for something simpler and cheaper. Clayton Christensen defined this as products that are initially "worse" in technical performance but superior in convenience.
2. Technological Level: Moderate/High. It doesn't always require new technology, but a different application of existing technology to create a new business model.
3. Uncertainty: Moderate. There is a risk that the established market will ignore the product until it is too late.
4. Example: Netflix vs. Blockbuster. Streaming technology already existed, but the disruption was the subscription model with no late penalties.

C. Radical Innovation (Paradigm Shift)

1. **Starting point: The R+D+i Laboratory. It is not born from asking the user for their opinion, because the user does not know that this technology is possible.**
2. **Technological Level: Very High. It involves cutting-edge science and new patents.**
3. **Uncertainty: Maximum. It is not known whether the technology will work on a scale or whether the market will be ready to adopt it (high risk of initial rejection).**
4. **Example: Gene Editing (CRISPR) or the first Jet Engine. No one asked a scientist to "edit my DNA"; it was born from pure research.**

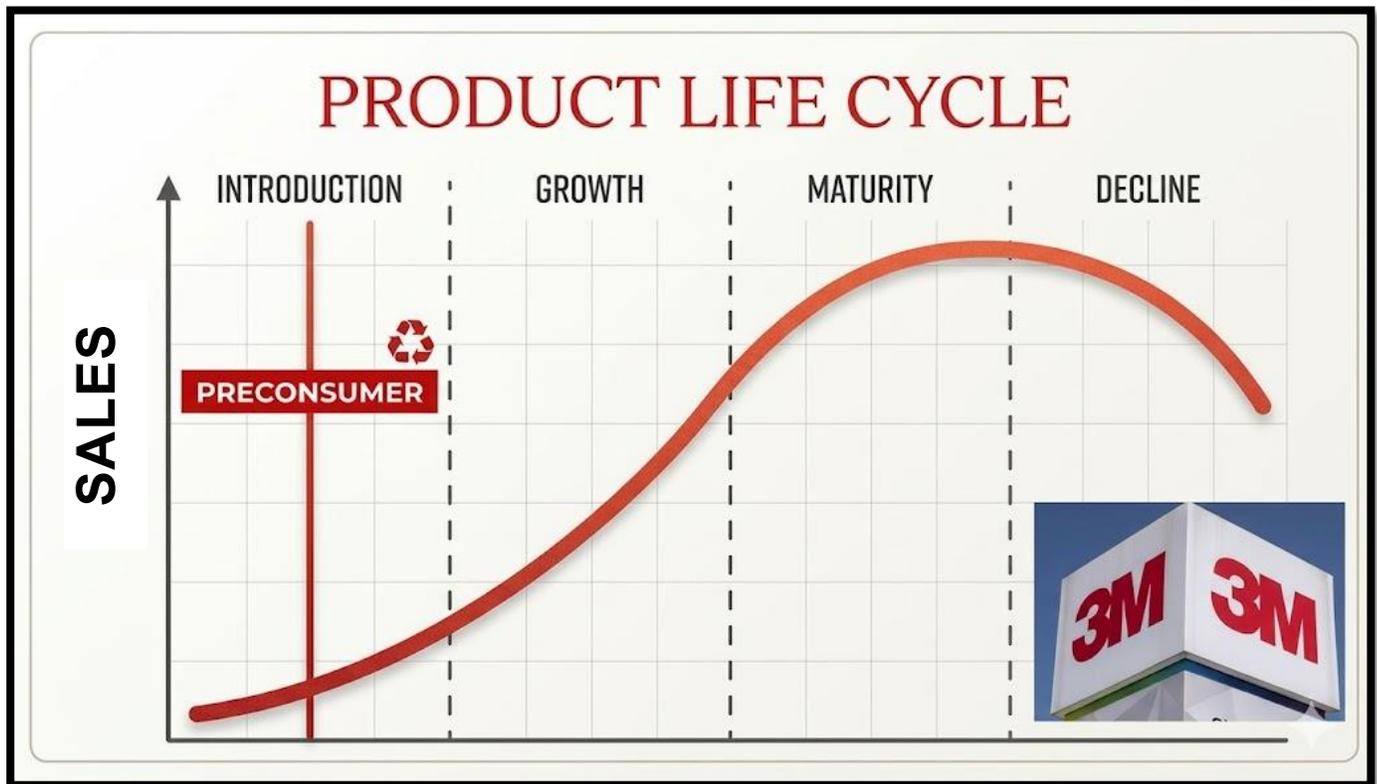
Feature	Incremental Innovation	Innovation Disruptive	Innovation Radical
Point of Departure	Current consumer: It is based on improving what already exists by listening to the customer.	"Forgotten" consumer: Focuses on those who are looking for something simpler or cheaper.	Laboratory (R+D+i): It is born from pure science, before the user knows that he needs it.
Technology Level	Low: Small changes in known processes or components.	Medium/High: New application of technologies to change the business model.	Very High: Creation of non-existent technology or scientific discoveries.
Uncertainty	Downside: The market is familiar and the technical risk is minimal.	Moderate: The risk is that the established market will take time to accept the new model.	Maxim: You don't know if the technology will work or if someone will want to buy it.

3.6 CONNECTION WITH THE INVENTION CYCLE

Innovation is not an isolated event, but an evolutionary process:

1. **Imagination:** Seeing what doesn't exist (A scientist imagines that glue doesn't have to be permanent).
2. **Creativity:** Combining existing elements to provide a solution (Testing that weak glue on a piece of paper).
3. **Innovation:** Successfully introduce that solution to the market (Create the Post-it product).
4. **Entrepreneurship:** Scaling the business model, managing resources and risks so that innovation is sustainable and profitable.

3.7 The 3M Case: The Post-it and the Concept of "Lead User"



● 3M is the perfect example of a culture of innovation, as they created the concept of the Lead User or "Pre-consumer".

● The story of the Post-it was not a traditional market study. Dr. Spencer Silver (R+D) invented an adhesive that didn't stick well (a "failure" in the lab). Years later, Arthur Fry (another employee) used that glue to mark the pages of his choir book in the church because the slips of paper were falling off.

● The 3M System

1. **The 15% Rule:** 3M allows its employees to spend 15% of their time on personal projects (where imagination comes in).
2. **User "Hacking" Observation:** Before releasing the Post-it, 3M observed that people were already trying to fix the problem by taping pieces of paper or using paper clips that damaged the sheets.
3. **Pro-consumer philosophy:** 3M doesn't just sell a product, it watches as the user "prototypes" their own rudimentary solution. The

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EPILOGUE: SETTING THE COURSE, LIGHTING THE WAY: THE ART OF MAKING THINGS HAPPEN



Strategic Thinking is a philosophy of life that allows you to develop both personally and professionally.

"Thinking Strategically" involves planning ahead which brings its rewards; just remember that, *When Noah built the ark, it wasn't raining, he knew how to anticipate through action when building the aforementioned ark.*

- ▲ For a strategic mind, Hope is not enough and is the worst of the strategies to follow
- ▲ Having hope without action does not produce results.
- ▲ However, having hope with action can lead us to the desired results and it was in this way that Noah saved the lives of his family and himself.
- Strategic thinking applies both personally and professionally.
- This is achieved by analyzing a situation before something can happen, through a realistic plan that must be prepared well in advance so that it can be executed. This plan is called a strategic plan.

1. Throughout this journey through **strategic thinking**, we have explored the foundations of this discipline fundamental to success in any field. We have understood that **these are not magic formulas or immovable plans, but a continuous process of learning, adaptation and action.**

2. As we have seen, **strategic thinking is the macro**, the overall vision that allows us to raise our sights and understand the whole picture. **It is the creative and intuitive act of defining the course, the destination we want to reach.** It is the compass that guides us in the midst of uncertainty and allows us to identify the opportunities and challenges that lie on the horizon.

3. On the other hand, **strategic planning is the micro**, analytical and systematic tool that helps us break down that macro vision into concrete steps, achievable goals,

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and specific actions. **It is the detailed map that shows us how to travel the way to the chosen destination.** It is the flashlight that **illuminates the way**, allowing us to avoid obstacles and adjust the course as needed.

5. **It is crucial to understand that strategic planning has not fallen into disuse but has evolved to adapt to the speed of change in the modern world.** We can no longer depend on static long-term plans, but on flexible and adaptable plans that allow us to react with agility to new circumstances.

6. **Strategic thinking and strategic planning are two sides of the same coin.** Strategic thinking defines the **what** and **why**, while strategic planning defines the **how** and **when**. Together, they form a powerful combination that allows us to move from vision to action, from intention to reality.

As students and readers of this e-Book, I invite you to cultivate both strategic thinking and strategic planning in your lives and careers. Raise your sights, set the course clearly, and use planning as the tool that illuminates your path to success. **Remember that strategy is not a destination, but a continuous journey of learning, adaptation, and action. Make things happen!**

IMPLEMENTATION WORKSHOP: THE STRATEGIC PLAN AND THE LIFE PLAN

"Strategic thinking can be applied in life, through a personal strategy to achieve what is desired (Life Plan)"



To continue, it is advisable to see the visual aid "CREATE YOUR OWN TOMORROW", by clicking on the image or on the link below this text:

<https://youtu.be/ThHXLsw-qrs>

● Strategic Thinking is a mental skill, which allows you to analyze the current situation of a company or even a person, to anticipate future scenarios and make decisions that maximize the chances of success in

achieving a goal.

● Strategic Thinking allows you to design business models through a fundamental tool called Strategic Plan

● **The correlation between Strategic Plan and Life Plan** is in its essence and fundamental purpose since both seek to achieve specific objectives through detailed and advance planning:

● Both are designed to set clear goals and define the path forward to achieve them. **While a strategic plan focuses on the success of an organization or project, a life plan focuses on personal growth and development.**

● Both require a detailed analysis of the present to identify strengths, weaknesses, opportunities, and threats. This evaluation process allows informed decisions to be made and effective strategies to be established to overcome obstacles and maximize opportunities.

In both cases, hope without action does not produce results. It is necessary to implement the strategies designed through concrete and measurable steps to achieve the objectives set.

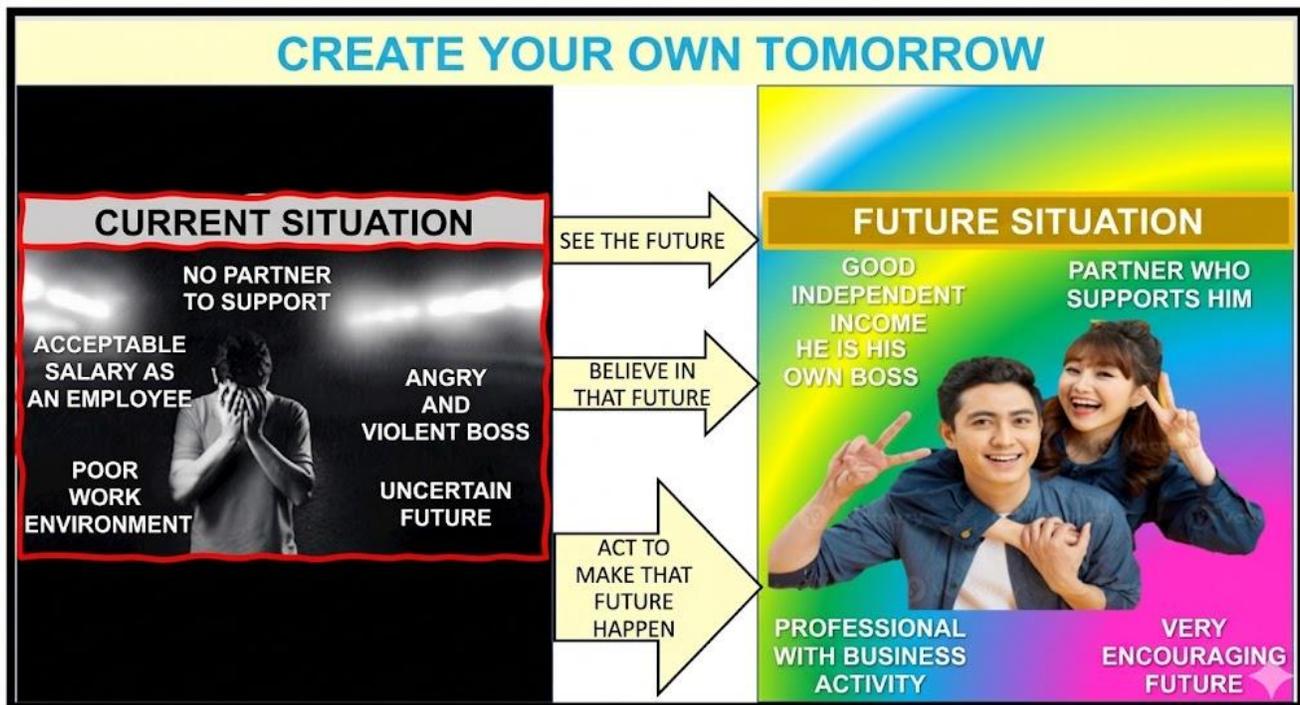
● A strategic plan and a life plan must be flexible and adaptable to changes and unforeseen circumstances. This ability to adapt allows strategies to be adjusted as needed to stay on track towards the established goals.

LONG-TERM VISION

Both types of plans (Strategic Plan and Life Plan) involve a long-term vision, anticipating possible future scenarios and preparing to face them. Preparation and anticipation are key to ensuring success both professionally and personally.

The correlation between a strategic plan and a life plan lies in their structure and shared purpose: to analyze the present, establish clear goals, implement concrete actions, and remain flexible in the face of change. Both approaches enable success through advance planning and effective execution.

Let us remember in summary what was proposed in the visual aid entitled "Create Your Own Tomorrow":



“Strategic Thinking is an essential skill for any person or organization that wants to achieve success. It involves analyzing the present, visualizing the future and making decisions that allow us to achieve the objectives in an efficient and innovative way”

PERSONAL INNOVATION IS CALLED REINVENTION

"If we want to increase our problem-solving skills, we need to learn how to transcend the limits that our own mind is imposing on us"

To continue, it is advisable to see the visual aid "REINVENTION", by clicking on the below image or on the following link:

<https://youtu.be/hiFwPRXMI8s>



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