



2017 CREW Leadership Forum Series: The Strategic Leader

Workshop #1: The Strategic Leader – An Introduction

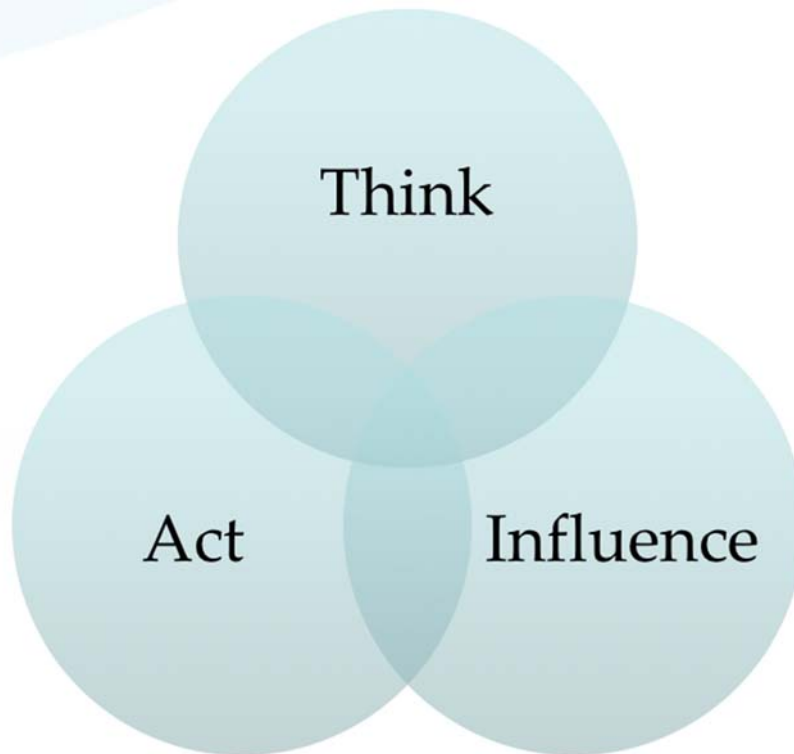
**CREW Participant Workbook
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Individuals and teams demonstrate **Strategic Leadership** when they **think, act, and influence** in ways that promote sustainable competitive advantage for the organization.



Strategic Performance Snapshot

Step 1: Please write down your primary areas of responsibility or functions (e.g. Marketing, Business Development, Client Relations, etc.).

We recommend a maximum of eight.

1.

5.

2.

6.

3.

7.

4.

8.

Please complete the following steps in Figure 1 on the next page.

Note: You should have completed steps 1 and 2 as part of the Pre-Work.

Step 2: Write the name of each area just outside the triangular segments of the circle.

Step 3: Identify and outline the 3 areas where you spend most of your time in one color.

Step 4: Identify and outline the 3 areas that are your key strategic priorities in another color.

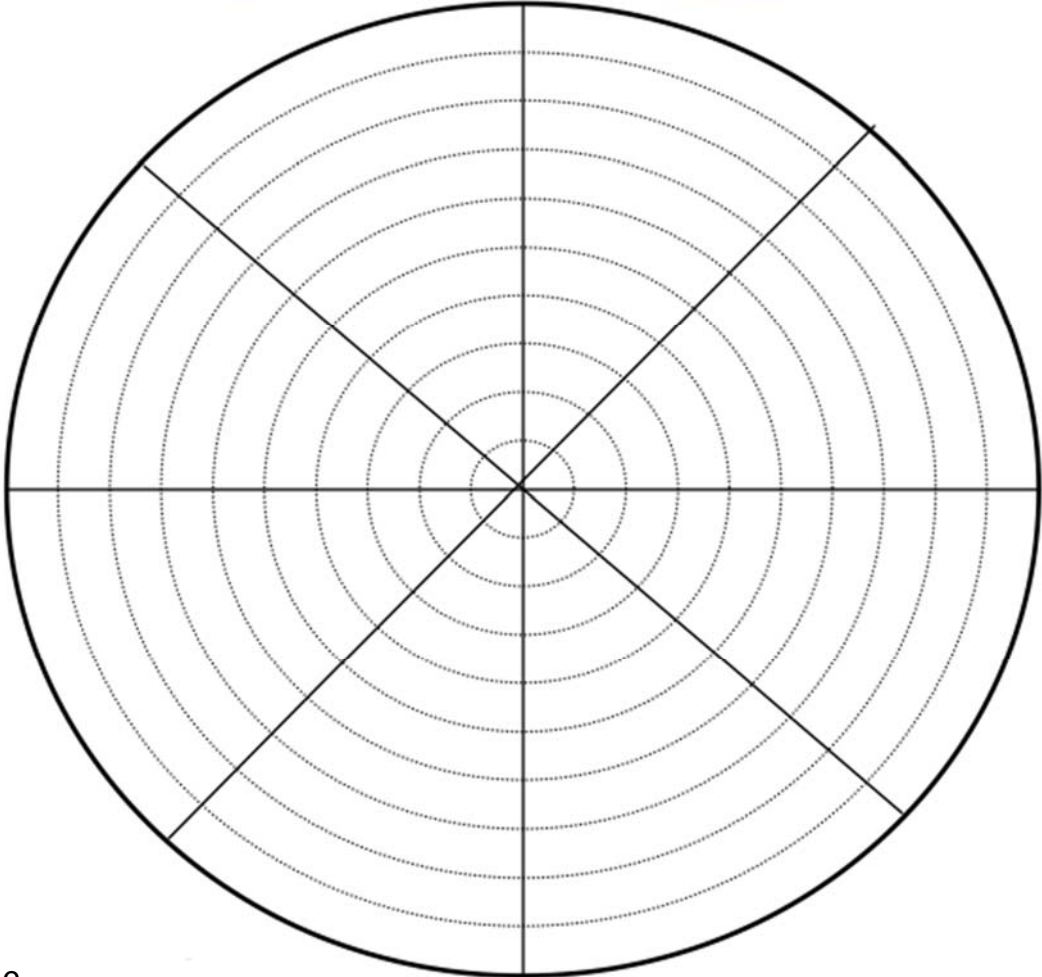
Step 5: Of your priorities, identify your **single most important priority** with an asterisk.

Step 6: For your top strategic priority, rate and mark your current and desired performance using a scale of 1 – 10 (1 = Unsatisfactory; 10 = Outstanding).

Note: You can use the key at the bottom of the figure to help track the meaning of each color.

Strategic Performance Snapshot

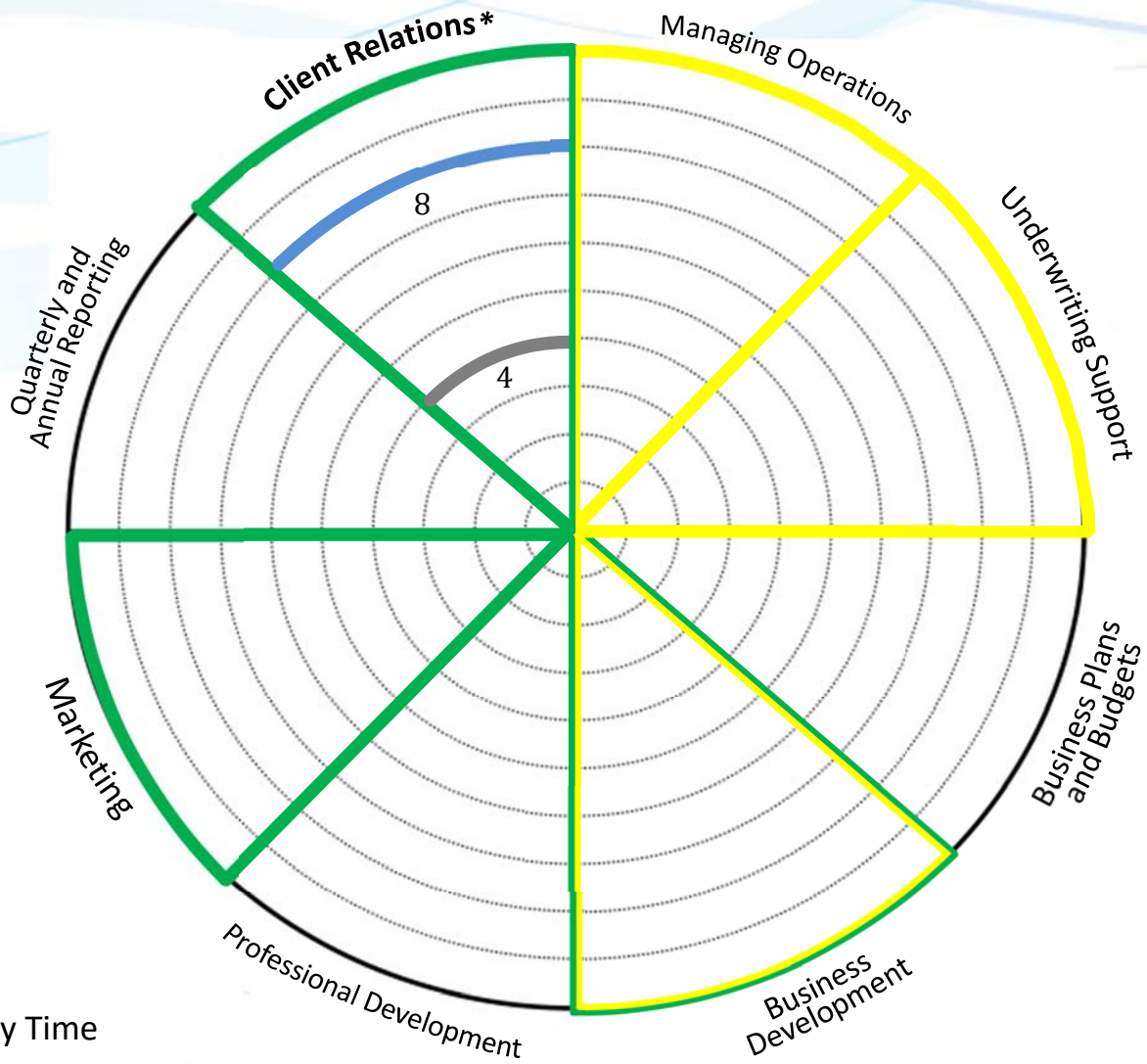
(See Figure 2 on the next page for a completed sample)



- My Time
- Strategic Priority Areas
- * Top Strategic Priority
- Current Performance
- Desired Performance

Figure 1

Strategic Performance Snapshot – Sample



- My Time
- Strategic Priority Areas
- *
- Current Performance
- Desired Performance

Figure 2

1. My Strategic Performance Snapshot

In looking at my snapshot, what do I notice?

2. My Top Strategic Priority:

Current vs. Desired Performance

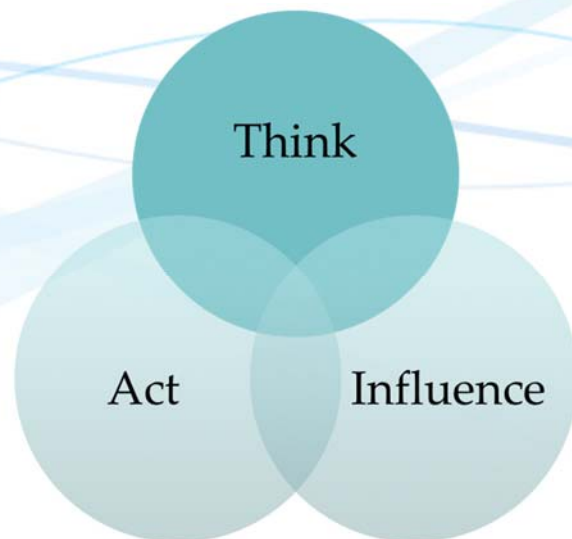
Reflect on and describe the difference between the scenarios of the “current performance” and the “desired performance”:

What is/is not happening at the “current performance” level?

What do I envision happening in the “desired performance” scenario that isn’t happening now?

Thinking Strategically...

Strategic Thinking is the cognitive process required for the collection, interpretation, generation and evaluation of information and ideas that shape an organization for sustainable competitive advantage.



Becoming a Strategic Leader
Hughes & Beatty
Center for Creative Leadership

What is my primary goal for my top strategic priority?

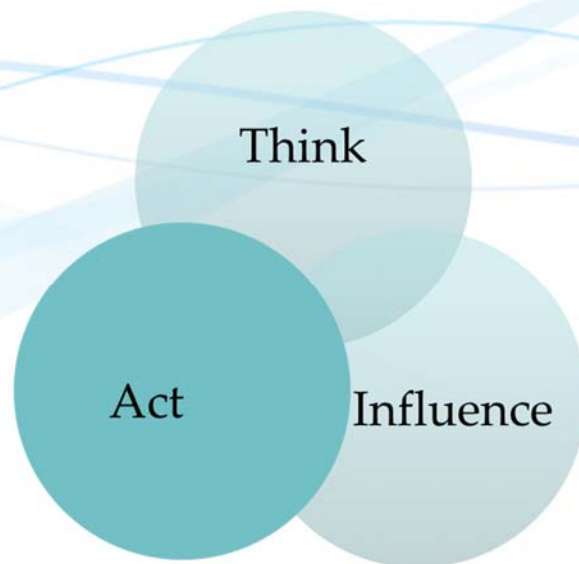
How can I expand my perspective about my goal to include both kinds of **Strategic Thinking**?

For example, how can I define my primary goal in a way that: (choose one)

- Integrates qualitative & quantitative information?
- Includes a verbal and visual component?
- Speaks to both heads and hearts (including my own)?

Acting strategically...

Strategic Acting is committing resources to build sustainable competitive advantage.



Which of the **Strategic Acting** elements below could have the greatest impact on improving performance for my strategic priority? (choose one)

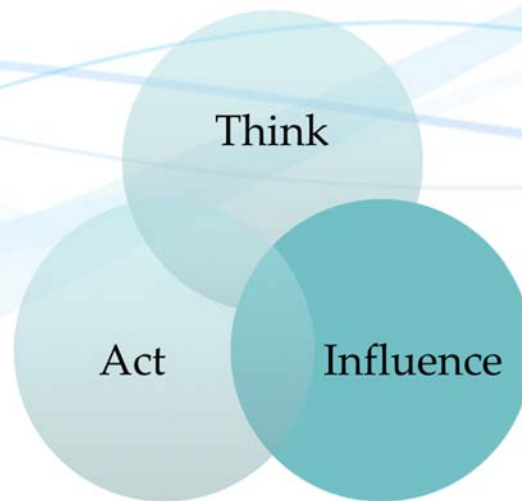
- Setting clear priorities
- Creating conditions for others' effectiveness
- Acting in the face of uncertainty
- Acting with the long and short term in mind

What can I do to be more effective in this area of Strategic Acting?

Influencing strategically...

Strategic leaders cannot achieve success by themselves.

Strategic Influence is how leaders engender commitment to strategic direction.



In thinking about my top priority area, I would like to strengthen my **Strategic Influencing** in the direction of influencing (up, down, laterally, externally) (choose one).

What can I do to increase the impact of my influence on that target audience?

Business Cases

Business Case #1 Foundational Strategy

- How might Diane best exercise Strategic Leadership Skills in preparing for the upcoming Foundation Board Meeting?
- How might Diane Think Strategically, Act Strategically, and Influence Strategically?

Business Case #2 Empowerment Strategy

- How might Tom best exercise Strategic Leadership Skills in preparing the upcoming New Plan for Profitability?
- How might Tom Think Strategically, Act Strategically, and Influence Strategically?

Bringing it together and putting it to work...

Take a moment to review your thoughts related to your top strategic priority – your current and desired performance, your goals, etc. and answer the questions below:

- What component of the Strategic Leadership framework (thinking, acting, influencing) can best help me achieve my goals for my top priority?

- What have I learned today that will help me be more effective?

Commitments and next steps...

What is one step I commit to take that will have the greatest impact for me in achieving my ideal level of performance in my priority area?

My commitment is...

Share your commitment with a peer at your table.

Find a time in 3-4 weeks to re-connect and report on progress (week of April 17th or April 24th).

Name: _____

Method: _____

Date: _____

Time: _____