



Strategic Leadership

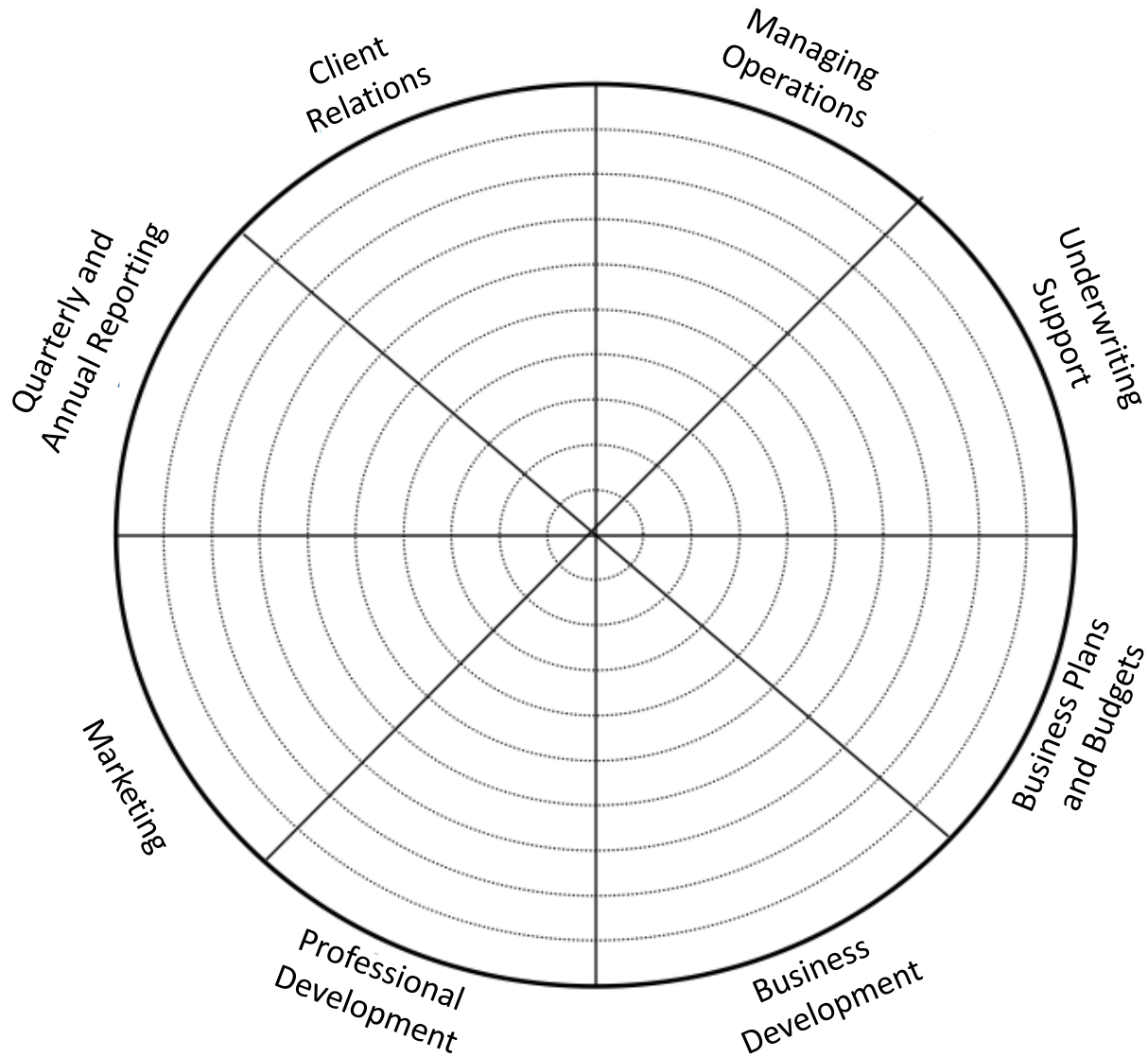
An Introduction

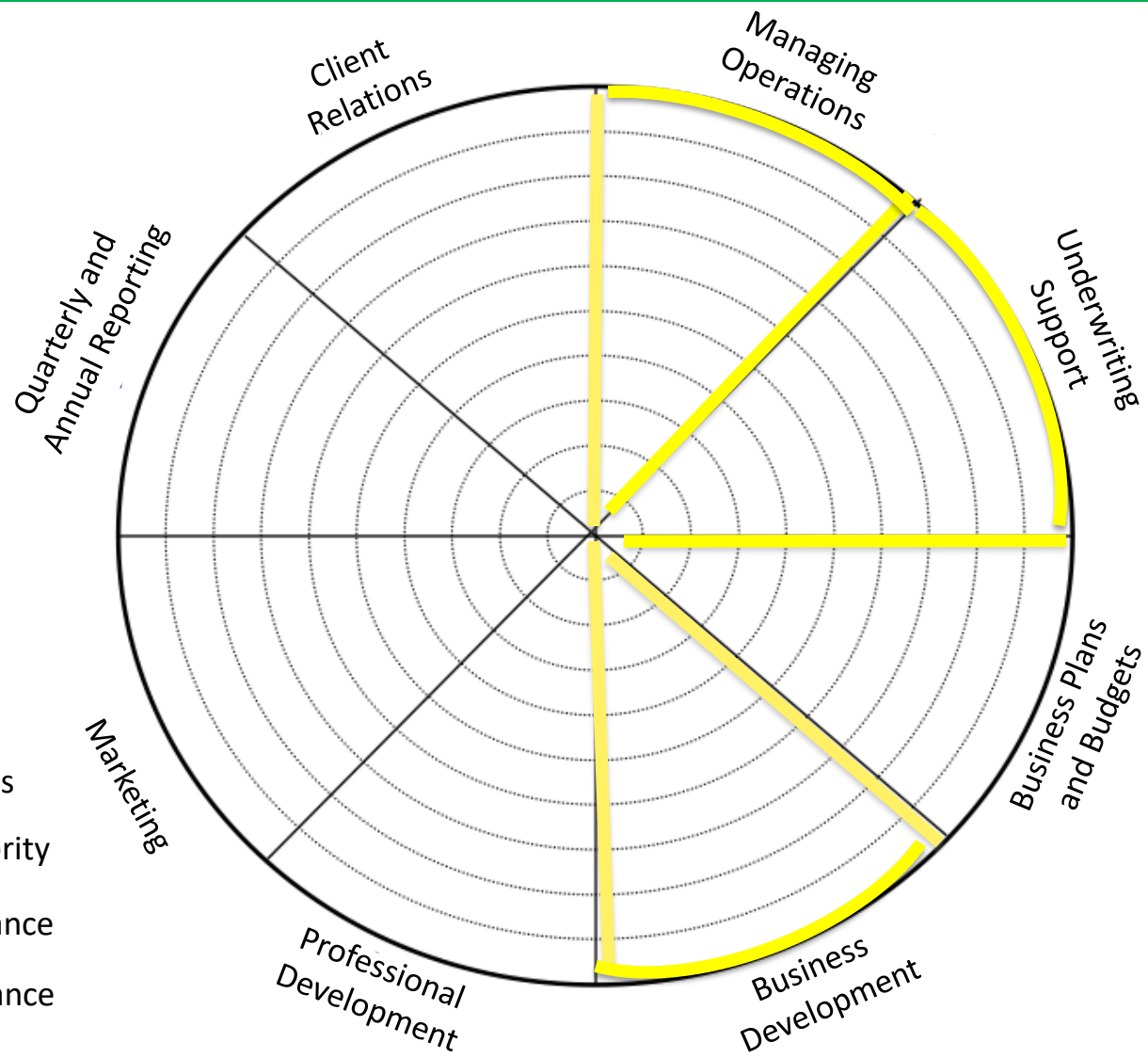
CREW Leadership & Professional Development
The 2017 Leadership Forum Series – The Strategic Leader
March 23, 2017



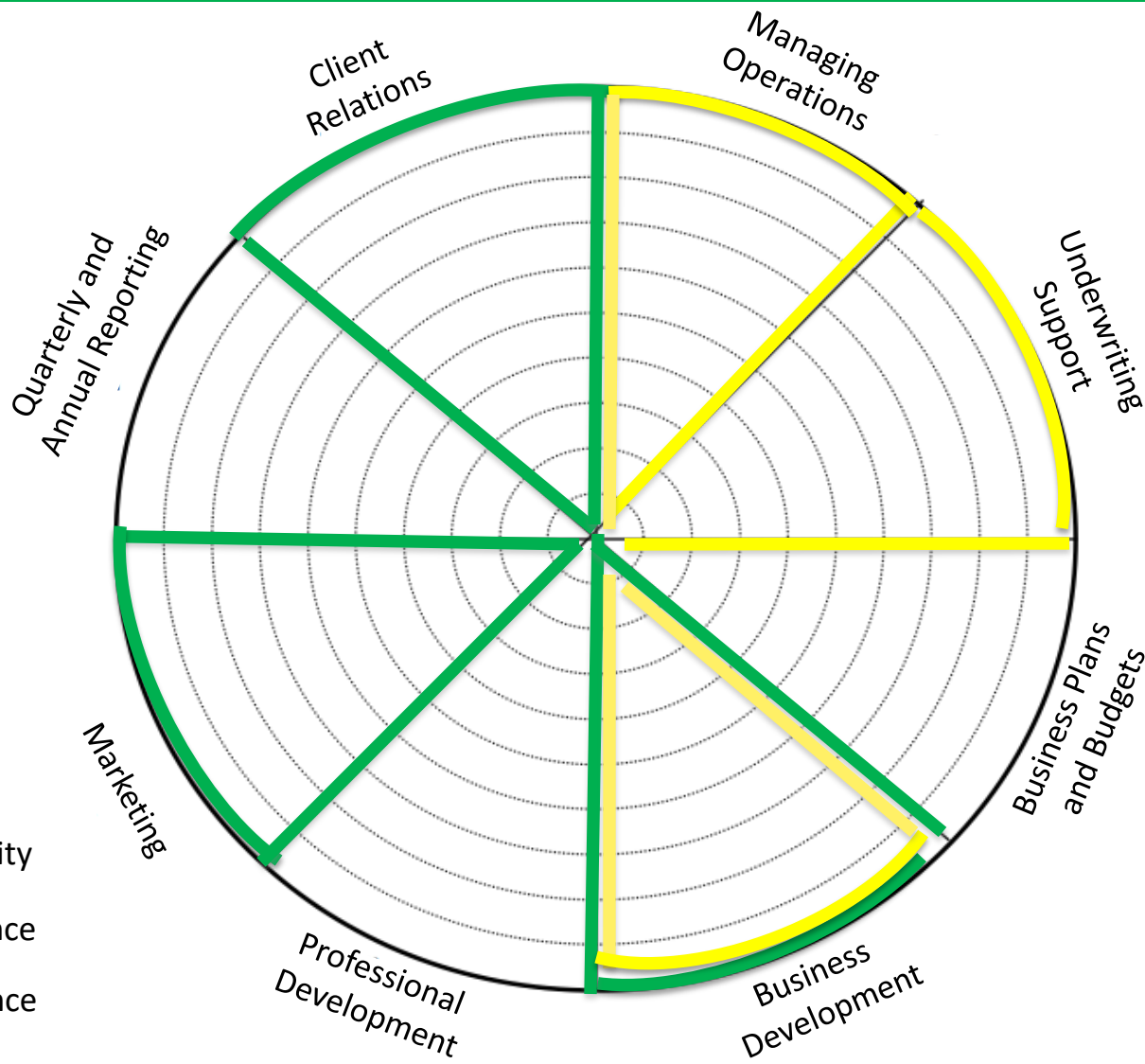
Pre-Work: Areas of Responsibility

1.	5.
2.	6.
3.	7.
4.	8.

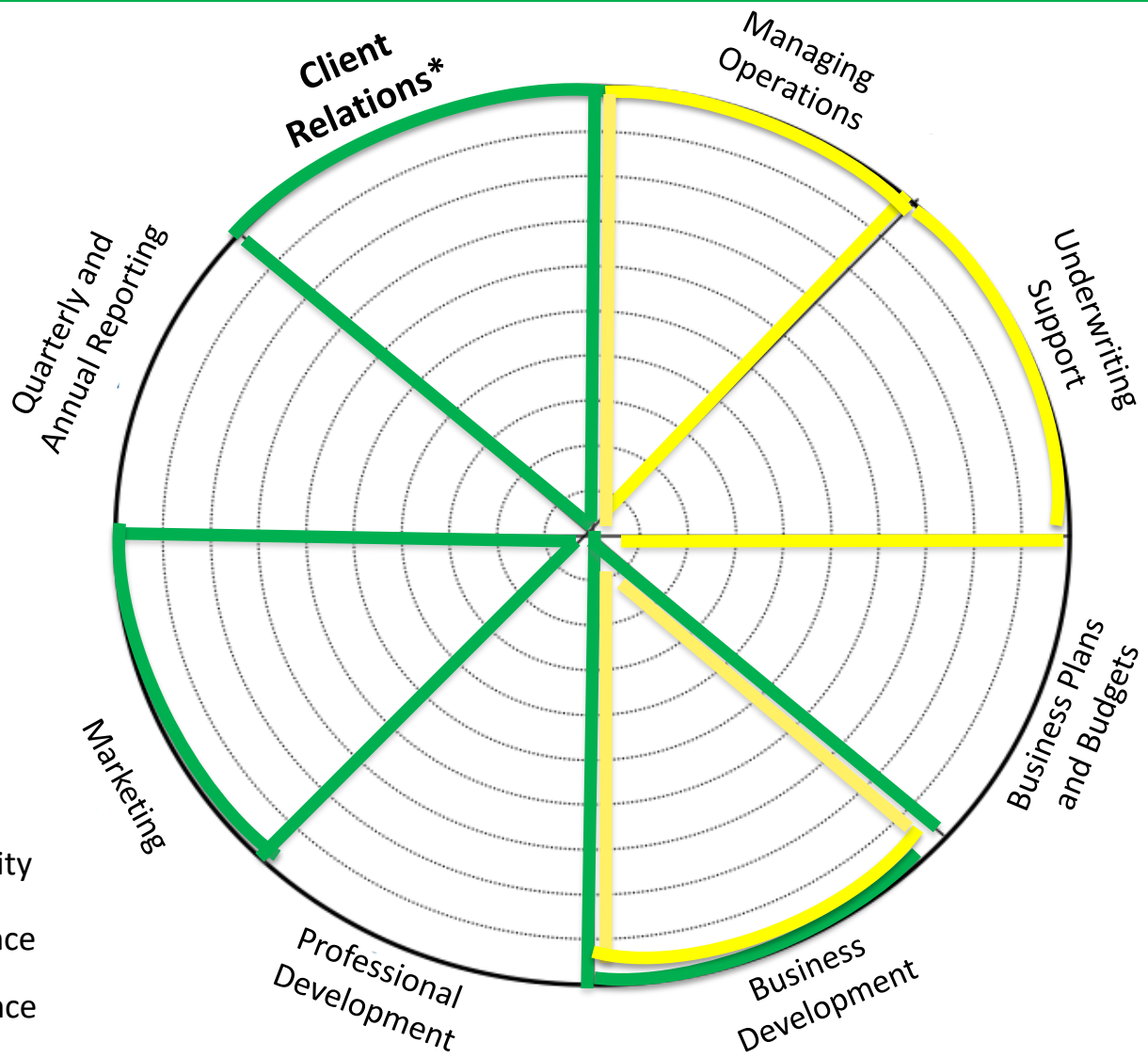




- My Time
- Strategic Priorities
- Top Strategic Priority
- Current Performance
- Desired Performance



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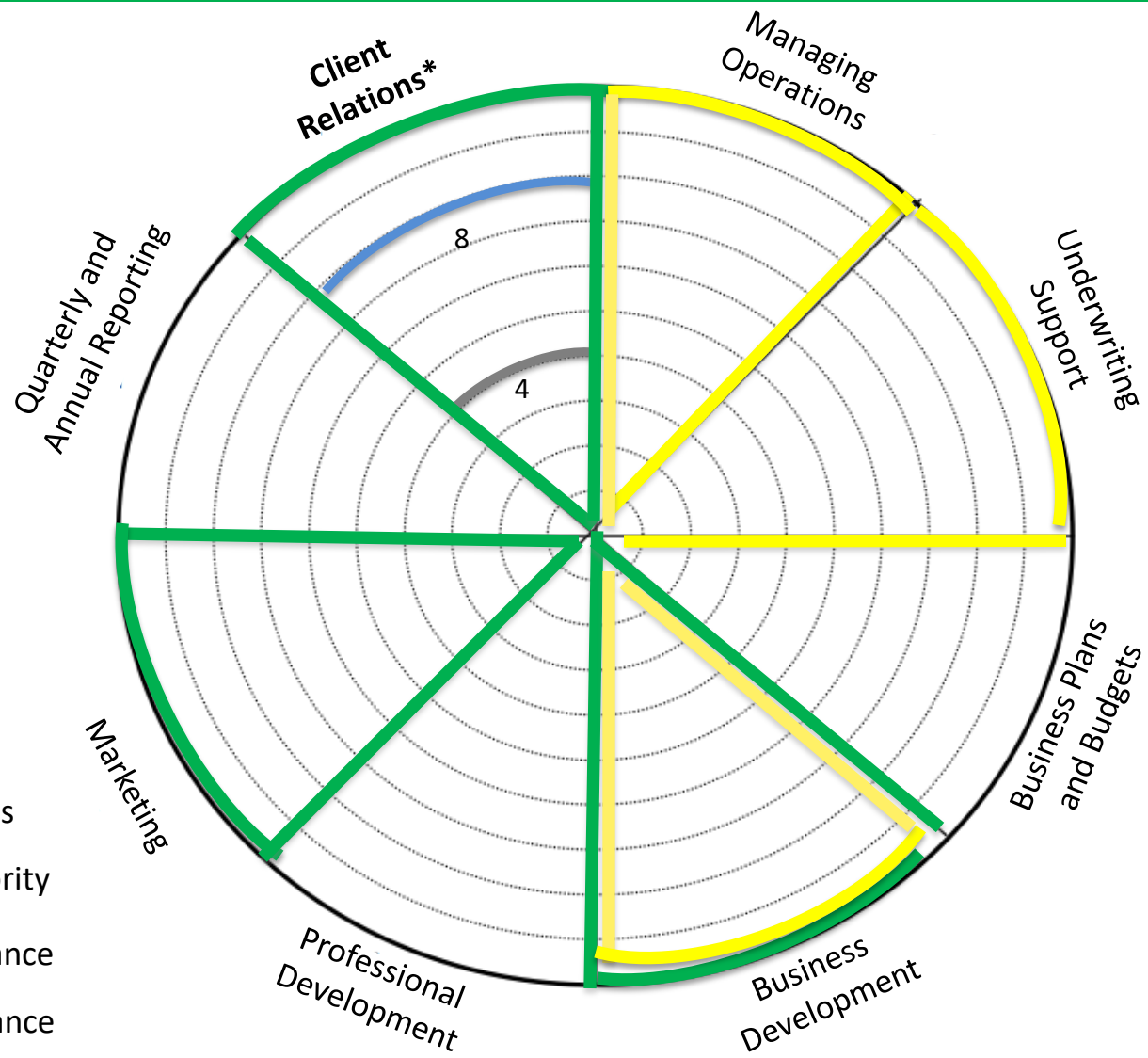
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Performance of Top Strategic Priority?

On a Scale of 1 – 10

1 = Unsatisfactory ; 10 = Outstanding

- What is your current level of performance for your top priority? _____
- What is your desired level of performance for your top priority? _____



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-  *
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Analyze Performance Snapshot...

- In looking at my snapshot, what do I notice?
- What is/is not happening at the “current performance” level?
- What do I envision happening at the “desired performance” level?



Peer Discussion

- In looking at my snapshot, what do I notice?
- What is/is not happening at the “current performance” level?
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What is Strategic Leadership?

Individuals and teams demonstrate strategic leadership when they **think, act and influence** in ways that promote **sustainable advantage** for the organization

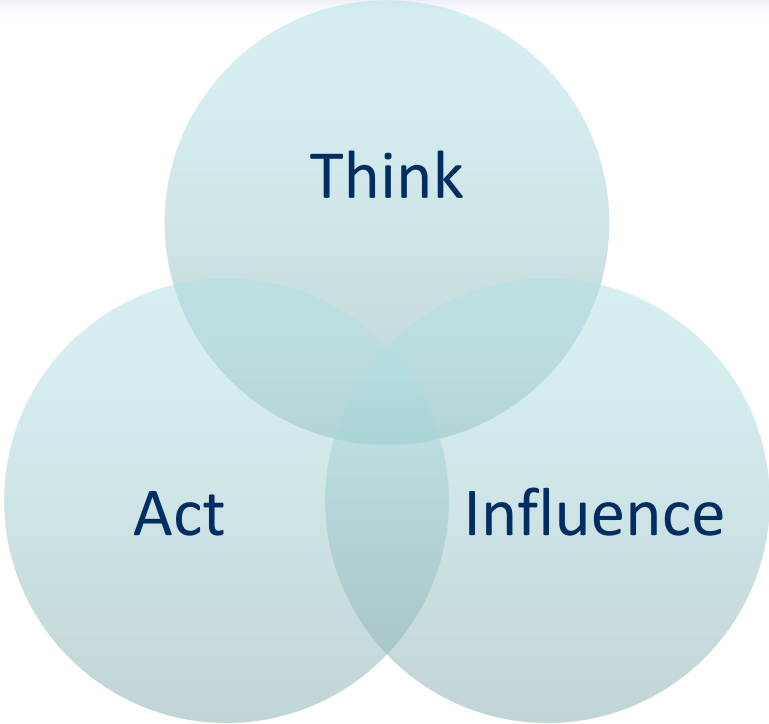
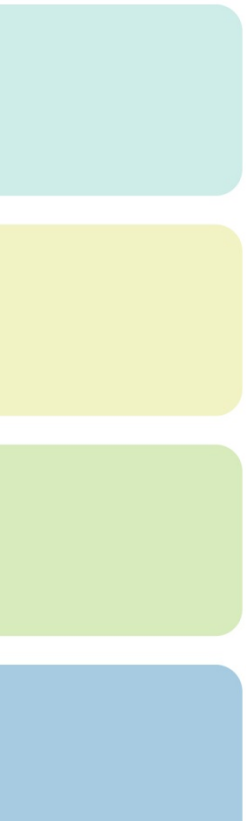


Becoming a Strategic Leader
Hughes & Beatty
Center for Creative Leadership





What is Strategic Leadership?



Why is Strategic Leadership Important?

- Work more complex
- Pace of change
- Increasing uncertainty

Strategic vs. Operational Leadership

Strategic

- Broad scope
- Long-term goals
- Major org change

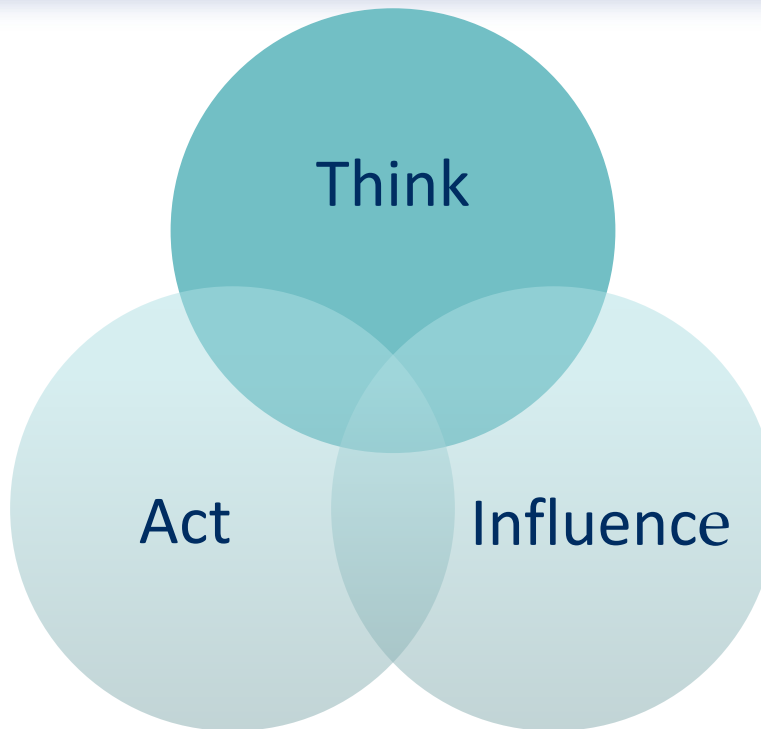
Operational

- Narrower scope
- Day-to-day goals
- No major changes

What Limits Strategic Leadership?

- Lack of focus
- Loose tactics
- Limited range
- Not involving others

Strategic Thinking



Strategic Thinking

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

Aspects of Strategic Thinking

Two sets of competencies:

- Analytics & Emotional intelligence
- Quantitative & Qualitative thinking
- Verbal & Visual communication
- Head & Heart

Thinking strategically...

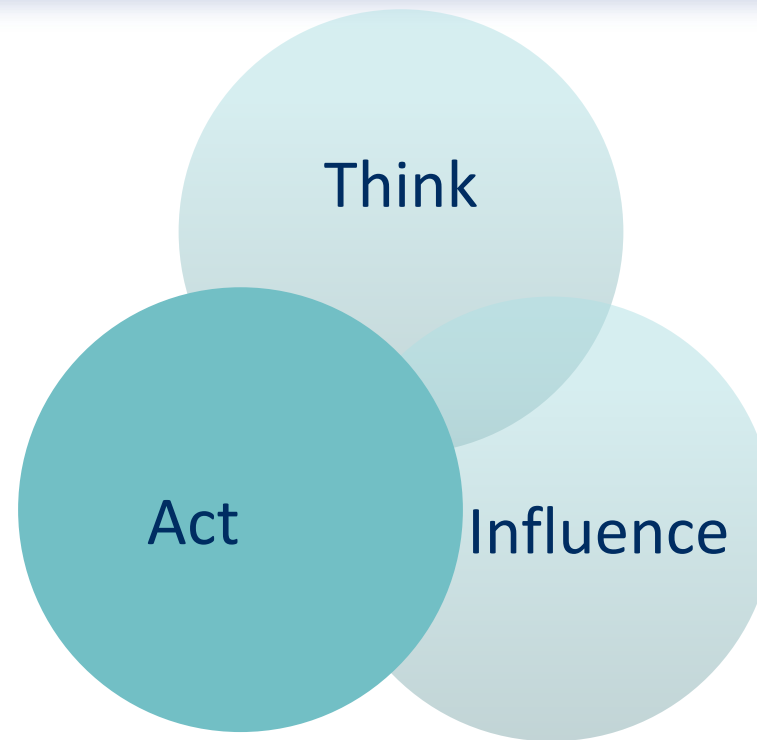
What is my primary goal for my top strategic priority?

Expand perspective of Strategic Thinking:

- Integrate quantitative and qualitative info
- Include verbal and visual component
- Speak to head and heart



Strategic Acting



Strategic Acting

Strategic acting is committing resources to build sustainable competitive advantage

Strategic Acting

Strategic acting requires:

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

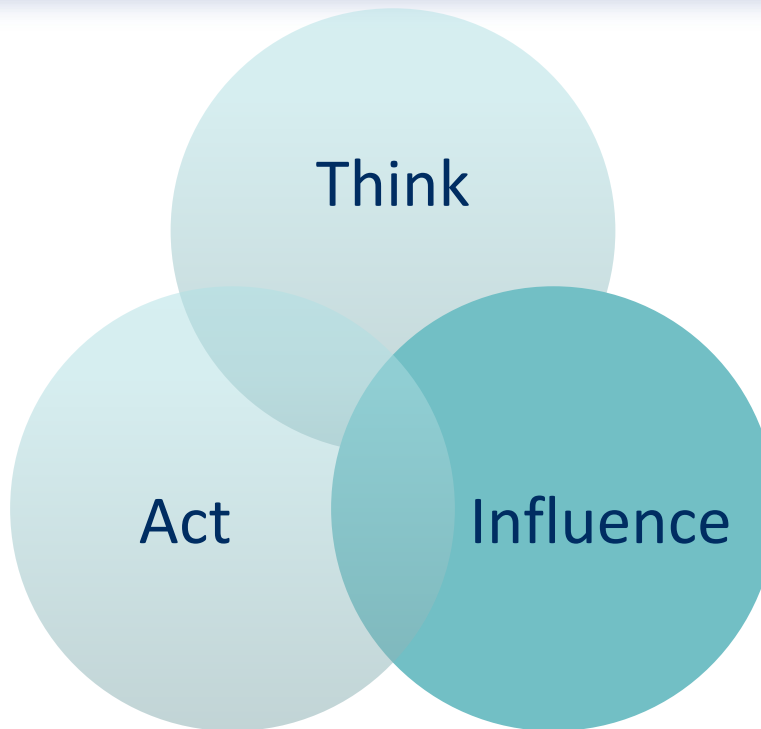
Acting strategically...

Which element of Strategic Acting could have the greatest impact on improving performance for my strategic priority?

What can you do to be more effective in this component of Strategic Acting?

Reflection

Strategic Influencing

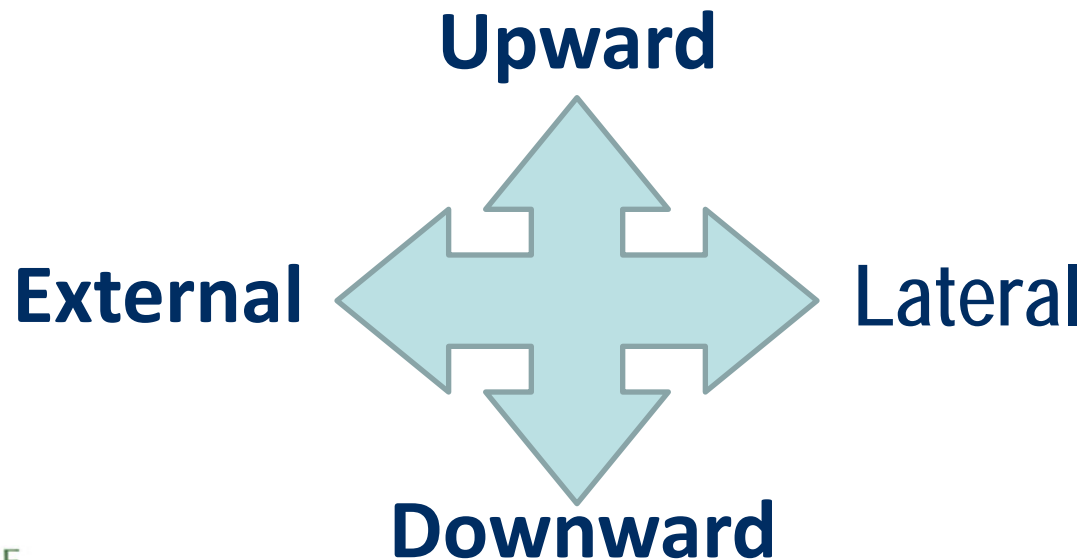


Strategic Influencing

- Strategic leaders cannot achieve success by themselves, and require a commitment of many others.
- Strategic influence is how leaders engender commitment to strategic direction.

Strategic Influencing

Strategic influencing creates buy-in:



Strategic Influencing

Key Strategic Influencing Skills:

- Political Savvy
- Self-Promotion
- Leveraging Networks
- Building & Maintaining Trust

Strategic Influencing

To Influence others and generate commitment:

- Examine yourself and
- Build your credibility base

Influencing strategically...

In thinking about my top priority area, in what direction do I most need to influence (up, down, laterally, externally) in order to be effective?

What can I do to strengthen the impact of My influence?

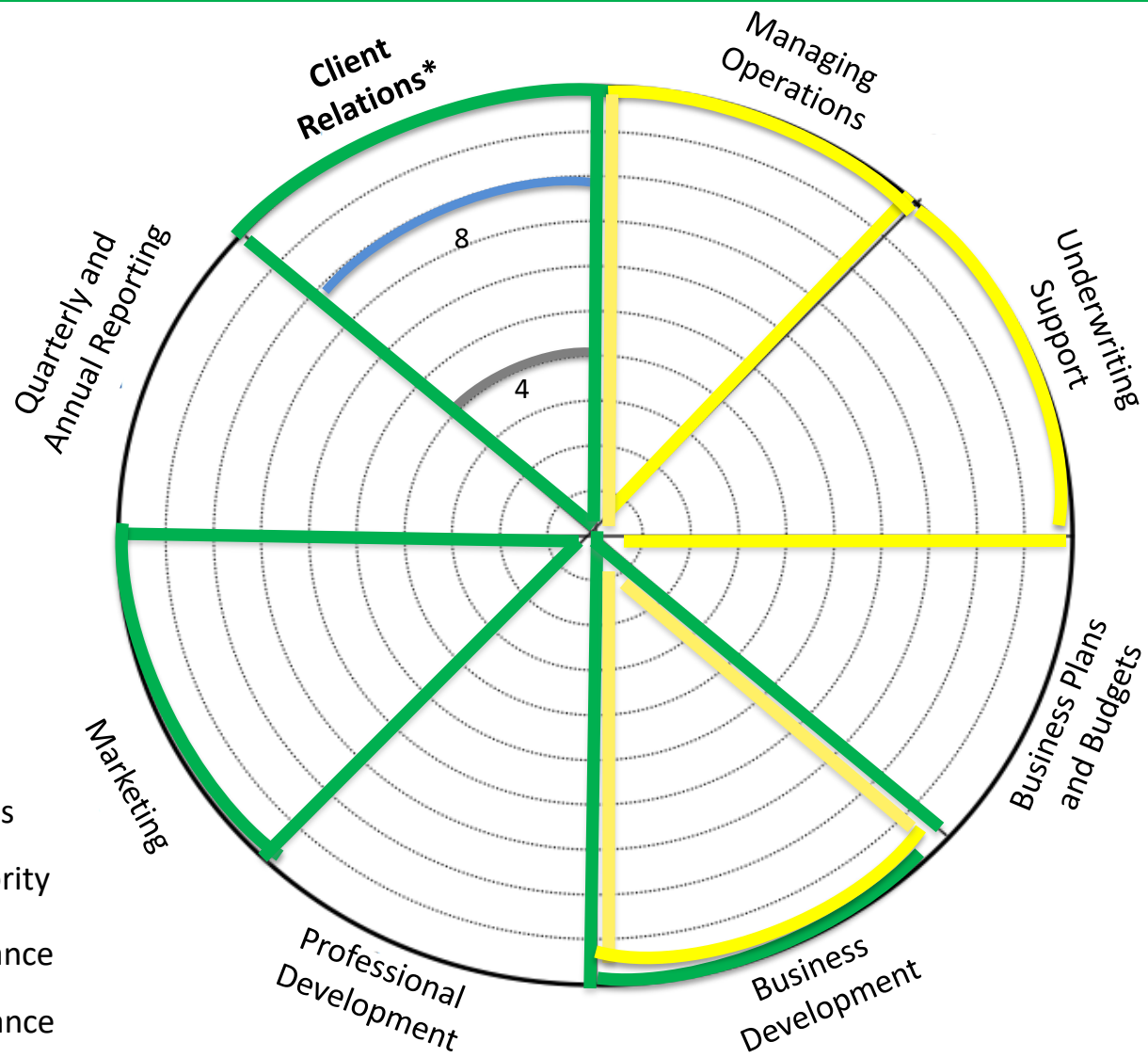
Reflection

Business Cases

1. Assemble in break out groups
2. Select a scribe for high level notes
3. Review case
4. Compile clarifying questions
5. Sharon or Dori will rotate and respond
6. Brainstorm: How can the leader demonstrate Strategic Leadership Skills?
7. Share out feedback with group

Business Case Group Feedback

- How might this leader best exercise Strategic Leadership Skills in preparing for the upcoming challenge?
- How might this leader Think Strategically, Act Strategically, Influence Strategically?



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Strategic Leadership

Reflections & Commitments



The Strategic Leader

CREW Leadership & Professional Development The 2017 Leadership Forum Series – The Strategic Leader

- June 6 **Workshop #2 Building Strategic Competence**
- July 12 **Book Group**
- July 19 **Gender Bias Workshop**
- Sept 12 **Workshop # 3 Developing a Strategic Team**
- Dec 5 **Workshop #4 Developing Strategic Confidence**