

**2017 CREW Leadership Forum Series: The Strategic Leader
Workshop #1 The Strategic Leader – An Introduction**

March 23, 2017

Business Case #2 Empowerment Strategy

Directions:

Take a few minutes to read the case below. Afterwards, you will discuss it with a team of CREW Members to answer the questions below related to how the protagonist can effectively demonstrate the Strategic Leadership skills (Strategic Thinking, Strategic Acting and Strategic Influencing).

Case:

Tom has been with his organization for more than 15 years. This is not unusual; there are many 'lifers' in this company. In a recent series of promotions within the company, Tom's boss, Dan, a charismatic leader, was promoted into a new role as Division President. He is now overseeing a dozen offices around the country. Tom was moved from his role of Operations Manager, into that of General Manager with responsibility for over 200 professionals across the Midwest. He was promoted over many of his former peers and has joined the ranks of Executive Leadership for the first time.

In 360 Feedback interviews, employees describe Tom as an analytical dealmaker who understands the numbers and knows how to make money in the business. He has gained the respect of his team for his integrity, intelligence and attention to detail. But everyone misses Dan – the slaps on the back, the hearty laugh, the lunches, the camaraderie. Tom is reserved. The team discloses that the fun is gone, and the excitement has been replaced with a heads-down atmosphere. There is no longer a sense of employee engagement.

Tom has a lot on his plate and he has been spending most of his time problem-solving with his door closed. He is under pressure from top management to increase revenues and squeeze better margins from the business. He has been working on some new ideas that he believes can help make the business more profitable. As he develops a New Plan for Profitability, he is considering reorganizing the business delivery model and moving people into new roles. He hasn't shared his thoughts with anyone.

Discussion Questions:

Discuss the questions below, capture your group's ideas and prepare to share highlights.

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