

2017 CREW Leadership Forum Series: The Strategic Leader



Workshop #3:

Strategic Acting – Developing a Strategic Team

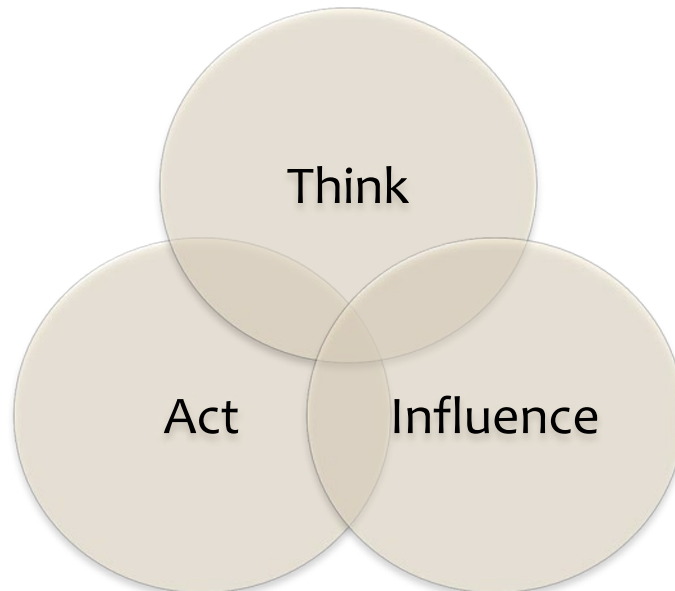
September 12, 2017

Strategic Leadership

Focuses on the enduring performance potential of the organization over time so that it will ***thrive*** in the long term.

Strategic Leadership

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



Strategic Acting Competencies

- ✓ Act decisively in the face of uncertainty
- ✓ Foster agility
- ✓ Create alignment by setting clear strategic priorities

Strategic Acting Competencies

Act decisively in the face of uncertainty

- ✓ Take quick and effective action when it's needed
- ✓ Make decisions that are strategically consistent with one another
- ✓ Learn from actions by deliberately reflecting on their consequences to inform future decisions

Strategic Acting Competencies

Foster agility

- ✓ Facilitate others' actions by providing them with a balance of autonomy and direction
- ✓ Find ways to reward appropriate risk-taking
- ✓ Examine mistakes for the learning value (as opposed to blaming)
- ✓ Learn lessons from your personal and organizational actions

Strategic Acting Competencies

Create alignment by setting clear strategic priorities

- ✓ Implement tactics consistent with strategy
- ✓ Manage the tension between success in the short-term and success in the long-term
- ✓ Recognize the need to adapt existing plans to changing conditions

What Is a Strategic Team?

A strategic team is a team whose work has strategic implications for a particular business unit, product line, service area, functional area, division or company.

Challenges for Teams at the Top

- * Meaningful, concrete purpose difficult to define
- * Tangible performance goals hard to articulate
- * Members chosen based on position, rather than strengths
- * Time commitment too high; little patience for team development
- * Mutual accountability a challenge; executives used to hierarchy and distinct “swim lanes”

Creating a Team at the Top

- * Ensure that strategy-making work is defined and viewed as a collective work product
- * Shift the leadership role based on strengths, knowledge or experience
- * Build mutual accountability

What Is a Team?

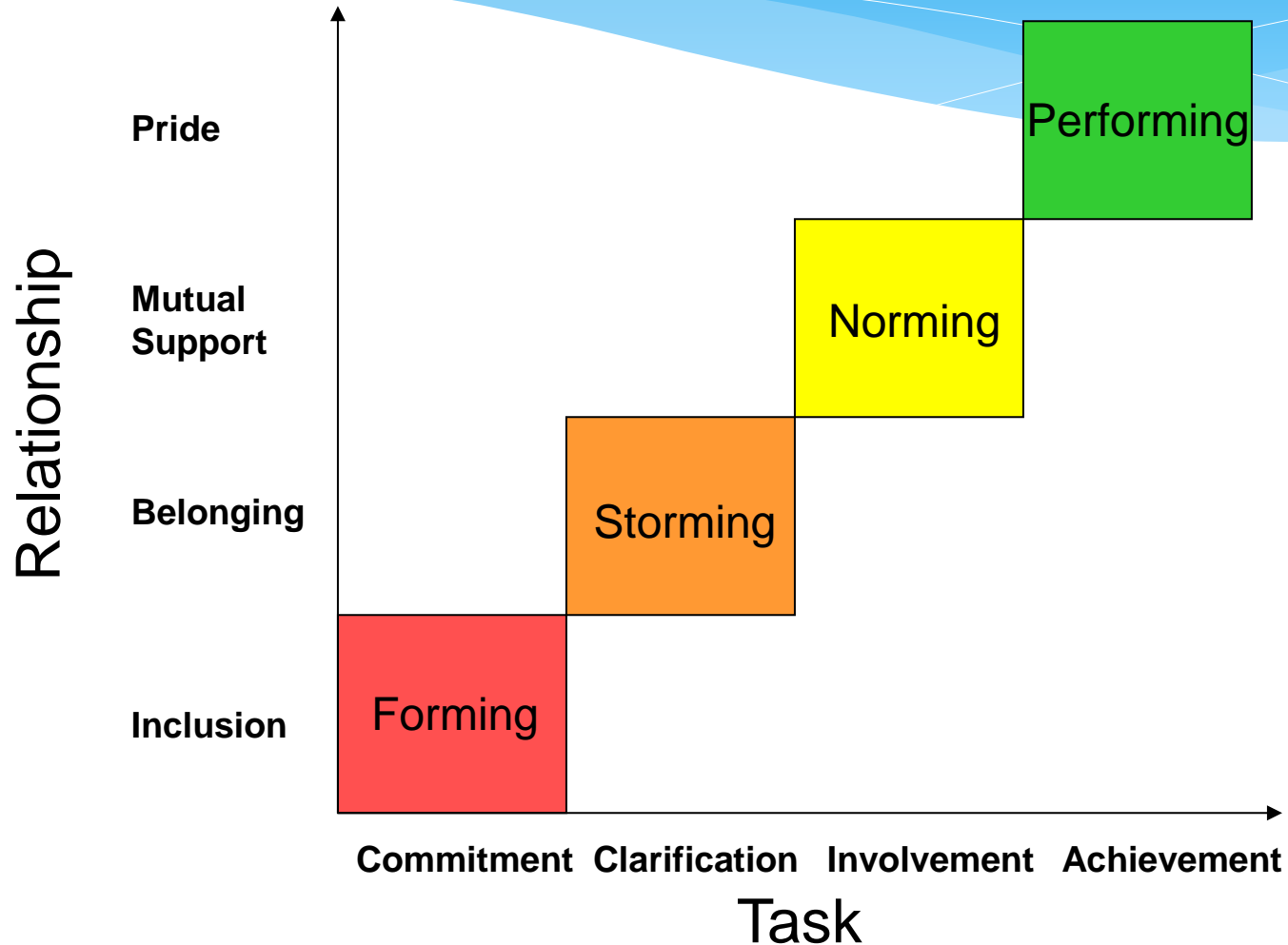
A small number of people
with complementary skills
who are committed to a common purpose, performance
goals, and approach
for which they hold themselves mutually accountable.

Building Blocks of High Performing Teams



From "The Five Dysfunctions of a Team", Patrick Lencioni

Stages of Team Development



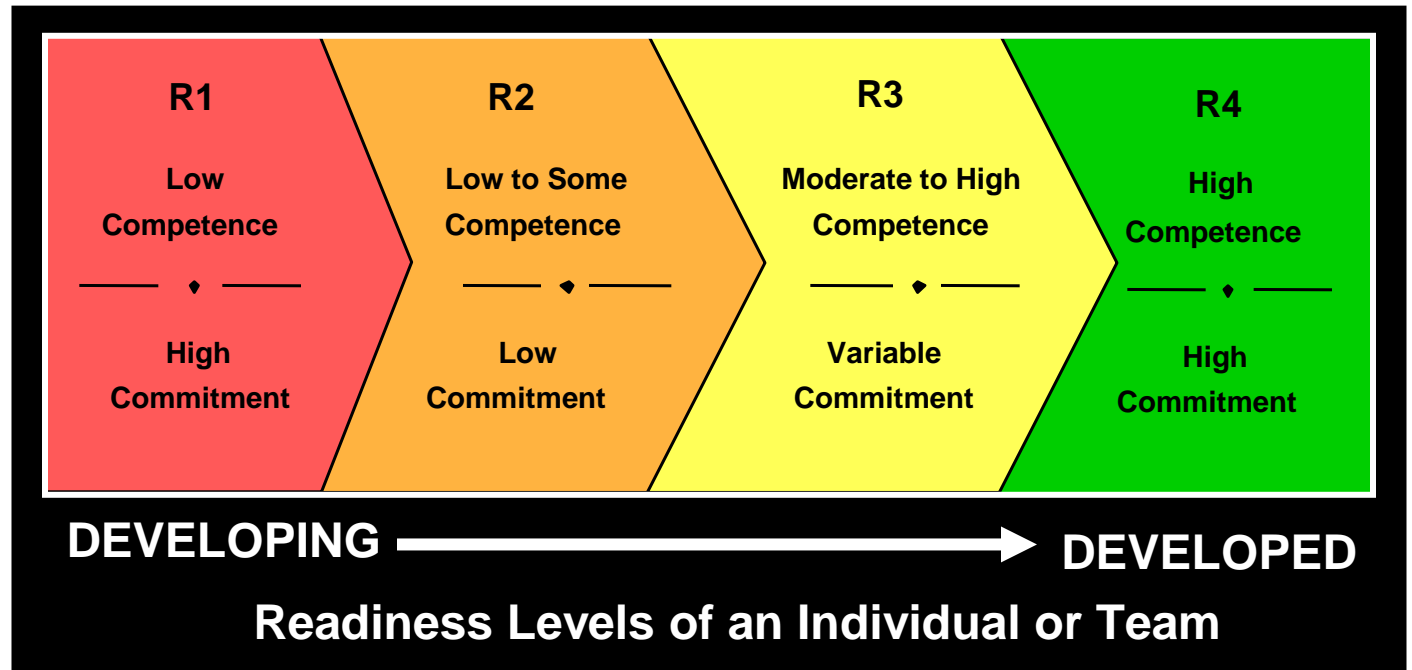
Situational Leadership

Effective leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to the 'readiness' of the individual or group they are attempting to lead or influence.

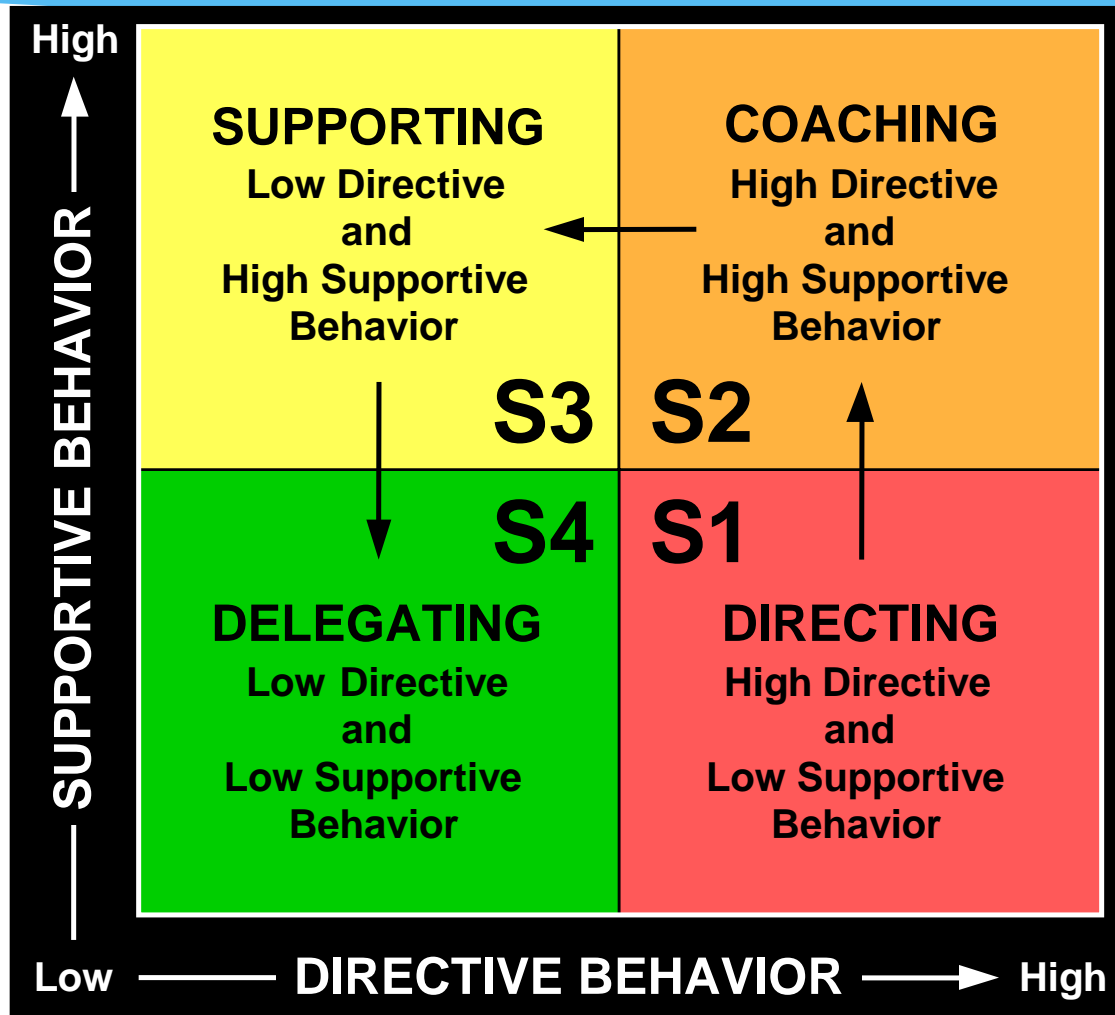
There are two primary elements:

- Assessing readiness
- Choosing the appropriate leadership style

Readiness Levels



Leadership Styles



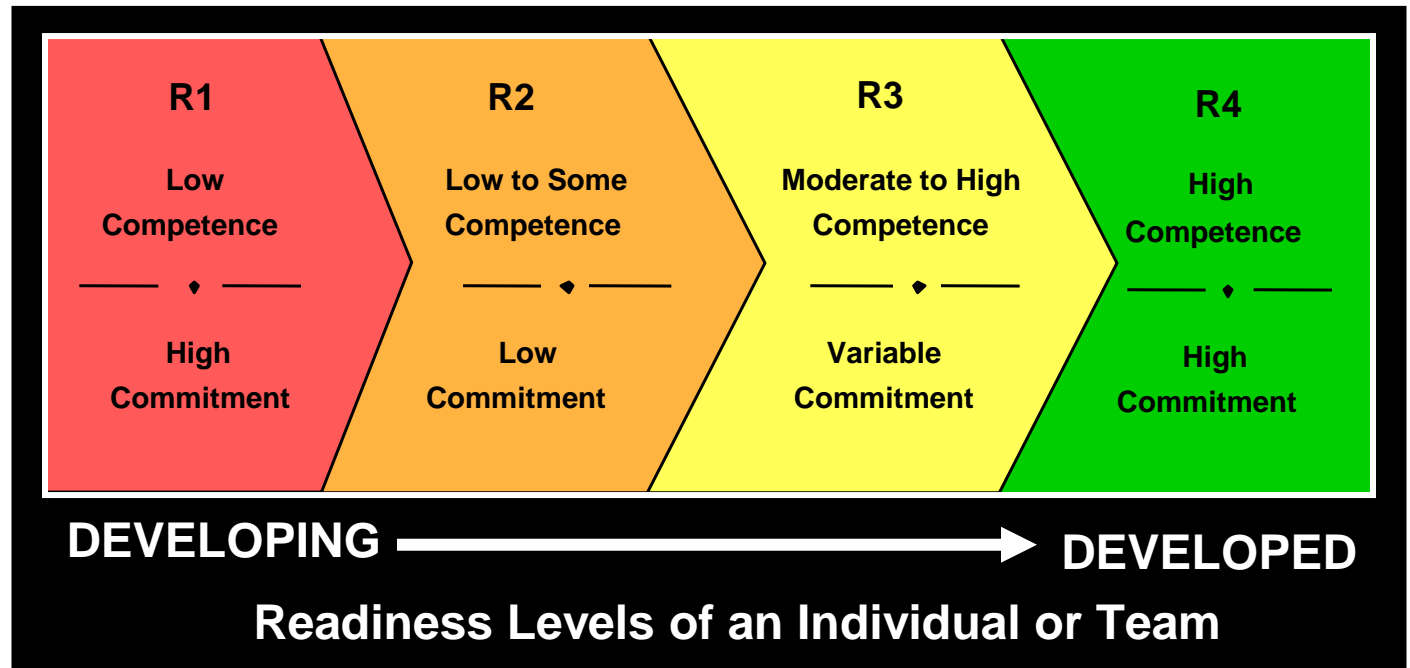
Readiness Levels and Leadership Styles

Style 1:
Directing
High Task
Low Relationship

Style 2:
Coaching
High Task
High Relationship

Style 3:
Supporting
Low Task
High Relationship

Style 4:
Delegating
Low Task
Low Relationship



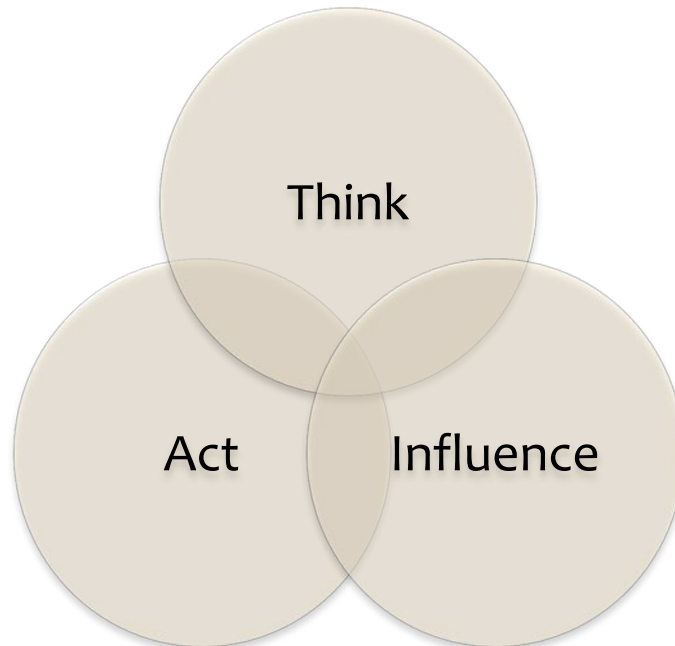
TEAM READINESS

TEAM BUILDING BEHAVIOR

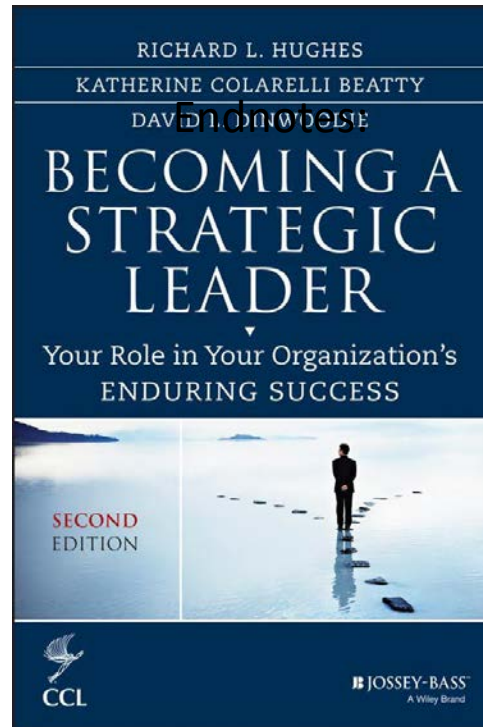
STAGES	CLIMATE	GOAL UNDERSTANDING & ACCEPTANCE	LISTENING, SHARING	DECISION-MAKING	REACTION TO LEADERSHIP	TASK	RELATIONSHIP
PERFORMING	<ul style="list-style-type: none"> Shared responsibility Open expression Disagreement resolved promptly 	<ul style="list-style-type: none"> Commitment to overarching goal or purpose 	<ul style="list-style-type: none"> Rapid Direct 	<ul style="list-style-type: none"> By consensus Whatever it takes collectively or individually 	<ul style="list-style-type: none"> Leadership distributed among members according to expertise 	<ul style="list-style-type: none"> Solving problems Capable of mid-course corrections Create visible sub-goals Establish milestones for success <p>OUTCOME: Achievement</p>	<ul style="list-style-type: none"> Promote interdependence Manage stress Sustain momentum and enthusiasm Celebrate success & teamwork <p>OUTCOME: Pride</p>
NORMING	<ul style="list-style-type: none"> Dealing with differences Opening up true feelings Straight confrontation 	<ul style="list-style-type: none"> Working it through Agreed on by most 	<ul style="list-style-type: none"> Reasonably good Acceptance of different viewpoints 	<ul style="list-style-type: none"> Based on individual expertise Often by leader in consultation with team members 	<ul style="list-style-type: none"> General support Individual differences acknowledged 	<ul style="list-style-type: none"> Promote open communication Share decision making Giving up independence Willingness to take risks <p>OUTCOME: Involvement</p>	<ul style="list-style-type: none"> Feeling of closeness Collaboration Giving and receiving feedback Show vulnerabilities <p>OUTCOME: Mutual Support</p>
STORMING	<ul style="list-style-type: none"> Subgrouping Overt/covert criticism Disagreement between subgroups 	<ul style="list-style-type: none"> Misperceptions Up for grabs Fought over 	<ul style="list-style-type: none"> Similarities within subgroups not as great as perceived Suppression of conflict 	<ul style="list-style-type: none"> Fragmented Deadlocks To team leader by default, or Dominated by most powerful or loudest 	<ul style="list-style-type: none"> Power struggles Jockeying for position/control 	<ul style="list-style-type: none"> Let resistance emerge Acknowledge conflict Operationalize task Organize <p>OUTCOME: Clarification</p>	<ul style="list-style-type: none"> Listening, understanding others Work out differences Resolve conflict Empower team <p>OUTCOME: Belonging</p>
FORMING	<ul style="list-style-type: none"> Cautious Feelings suppressed Low conflict Few outbursts 	<ul style="list-style-type: none"> Low, fuzzy 	<ul style="list-style-type: none"> Intense listening Low disclosure 	<ul style="list-style-type: none"> Dominated by active members 	<ul style="list-style-type: none"> Accepted or tested by members, tentative 	<ul style="list-style-type: none"> Define purpose Assess readiness Set goals Define interface <p>OUTCOME: Commitment</p>	<ul style="list-style-type: none"> Get oriented Feel accepted Recognize individual strengths & weaknesses Membership-in/out, passive/active <p>OUTCOME: Inclusion</p>

Demonstrate Strategic Leadership

When you **think**, **act**, and **influence** in ways that promote sustainable competitive advantage for your organization.



Source: Richard L. Hughes, Katherine Colarelli Beatty and David L. Dinwoodie, *Becoming A Strategic Leader: Your Role in Your Organization's Enduring Success – Second Edition*, ©John Wiley & Sons, Inc. (2014). A joint publication of The Jossey-Bass Business & Management Series and The Center for Creative Leadership



CREW Chicago

Leadership & Professional Development

The mission of the CREW Chicago Leadership and Professional Development committee is to create a forum for members to converse and connect with the goal of growing and developing their capabilities as confident leaders, change agents, and fulfilled and effective professionals. We will achieve our mission in a collegial, supportive environment that encourages openness, respecting the integrity of each CREW Chicago member.

Please join us for our next program on December 5th –
Developing Strategic Confidence