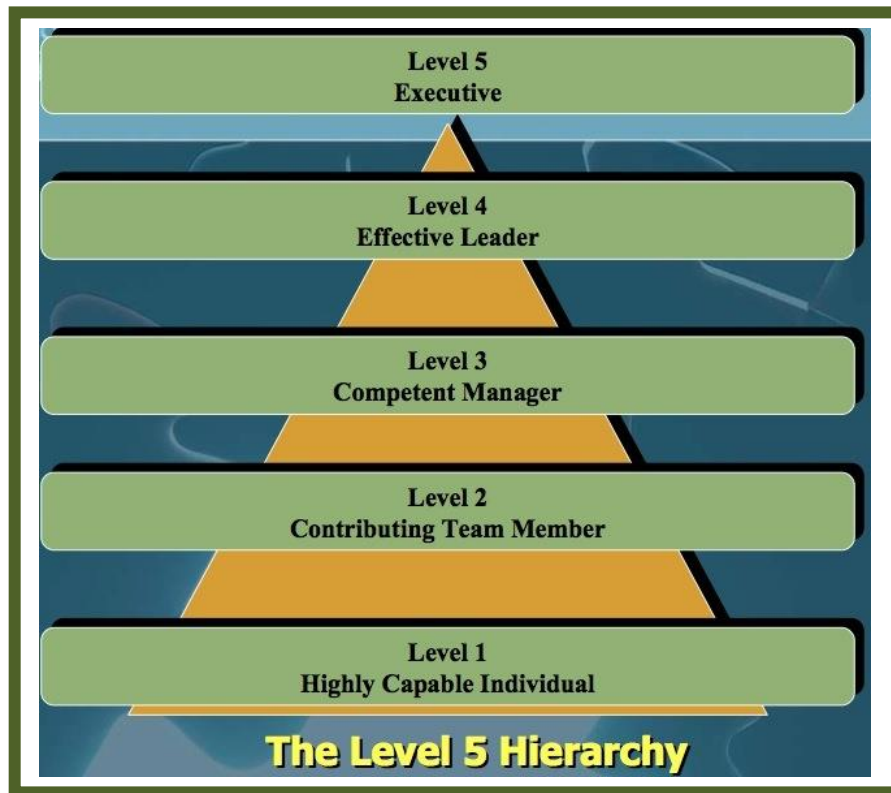


# ***Executive Level Leadership: EXPANDING THE PERSPECTIVE***

## **WORKSHOP PARTICIPANT WORKBOOK**



Presented by:



**Version 2013-2014, All Rights Reserved**

## Table of Contents

Introductions	
Below the Water Line.....	3
Envisioning	
Definitions.....	4
Strategic Leadership Challenges.....	6
Executive Level Leaders in Action	
Overview of the Film.....	8
Scenes 9 and 10 Questions.....	9
Developing Frames of Reference	
Frames of Reference.....	10
Perspectives.....	11
Employing Your Mission/Vision/Values	
Applications.....	12
A Values-Based Decision-Making Template.....	14
Strategic Planning	
Dealing with Uncertainty and Ambiguity.....	15
A 4-Step Strategic Planning Process.....	16
The Art of Strategic Leadership	
Leading the Leaders.....	20
Leading Change.....	23

**Introductions**

You have had a wonderful career ... finding icebergs; solving problems surrounding icebergs; issuing directions on how to handle icebergs. Now you own the WHOLE iceberg ... and things are fundamentally different.

In your role as a senior leader in the company, what have you found to be the "below the water line" challenges?

Consider this question in groups of 2 or 3 and then be prepared to discuss your thoughts.

---

---

---

---

---

---

---

---

---

---

---

---

---

## Envisioning

*The best executive is the one who has the sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them while they do it. -*

Theodore Roosevelt, 26th President of the United States

Executive leaders guide the achievement of their organizational vision by acquiring and allocating resources, directing policy, building consensus, influencing organizational culture, and shaping complex and usually ambiguous internal and external environments.

What do you think about this definition of executive-level (or strategic-level) leadership?

---

---

What challenges (and perhaps opportunities) does this definition present?

---

---

---

Executive leaders lead by example to build effective organizations, grow the next generation of leaders, energize subordinates, seek opportunities to advance organizational goals, and balance personal and professional demands.

What do you see as the critical actions required by strategic or executive level leaders?

---

---

---

How would you assess your specific strategic/executive level leadership skills and actions?

---

---

---

“It became clear to me that at the age of 58 I would have to learn new tricks that were not taught in the military manuals or on the battlefield. In this position I am a political soldier and will have to put my training in rapping-out orders and making snap decisions on the back burner, and have to learn the arts of persuasion and guile. I must become an expert in a whole new set of skills.” GEN George C. Marshall. Chief of Staff, Army)

Executive Level Leadership

Strategic leadership is the ability to anticipate, envision, maintain flexibility, and empower others to create the desired strategic change.

Multifunctional in nature, strategic leadership involves leading and managing through others, leading the entire enterprise rather than a functional sub-unit, and coping with the change that continues to increase within an uncertain, often ambiguous, environment.

Based then on what Strategic Leadership entails, what is envisioning? Why is envisioning important?

---

---

---

What are the impacts/events of today that you need to build upon for the next 5-10 years?

---

---

---

What events are going on today that could affect you in the out years, say 5 or even 10 years from now?

---

---

---

What resources are available that you can use to assist envisioning?

---

---

---

**Group Exercise**

In small groups, consider what we have discussed relative to ENVISIONING.

1. Looking ahead 1-5 years, what are the factors that could shape your sector of responsibility?

---

---

---

2. What, ultimately, do you want to achieve?

---

---

---

3. Compose a vision statement for your sector of responsibility.

---

---

---

### **Strategic Leadership Challenges**

**Maintain Your Perspective:** Consider the entire organization, not just a particular functional area. Be careful not to become so engaged in the details that you lose your objectivity.

**Anticipate and Shape the Future:** Know and understand the time frame in which you operate. Engage external stakeholders to shape the future environment.

**Stay In Your Lane:** Let supervisors and managers run the organization. Your job is to synchronize processes and systems across the organization.

**Clear Communications with Key Messages:** The Vision is your message. Clearly and consistently articulate a few, yet powerful messages that communicate the Vision.

**Consider 2nd and 3rd Order Effects of Decisions:** Effects have causes; effects can, and usually do, become causes of another effect(s); and there can be a large number of cause and effect "chains" created based on a single causal event. Thus, Cause1 yields Effect1; Effect1 becomes Cause2, which yields Effect2 (2nd Order Effect); and Effect2 becomes Cause3, which yields Effect3 (3rd Order Effect). Consider your decisions based upon possible unintended outcomes. Most strategic level decisions have numerous 2nd and 3rd order effects.

**Strategic Leadership In Action**

In 1941, as the American military was preparing for war, Congresswoman Edith Rogers correctly anticipated manpower shortages in industry and in the armed forces as the military grew. To meet this need, she proposed creation of a Women’s Army Auxiliary Corps (WAAC) of 25,000 women to fill administrative jobs and free men for service with combat units. After the United States entered the war, when the size of the effort needed became clearer, Congresswoman Rogers introduced another bill for a WAAC of some 150,000 women. Although the bill met stiff opposition in some quarters, a version passed and eventually the Women’s Army Corps was born. Congresswoman Rogers’ vision of how to best get the job done in the face of vast demands on manpower contributed greatly to the war effort.

**Group Exercise**

In small groups, consider what we have discussed relative to Strategic Leadership Challenges.

To obtain your vision, what do you see as your strategic leadership challenges? That is, what factors do you see as most important in potentially inhibiting your ability to achieve your strategic vision?

---

---

---

---

---

---

---

---

---

---

### **Executive Level Leaders in Action: *Invictus***

*Invictus* is a 2009 biographical sports drama film directed by Clint Eastwood starring Morgan Freeman and Matt Damon. The story is based on the John Carlin book *Playing the Enemy: Nelson Mandela and the Game That Changed a Nation* about the events in South Africa before and during the 1995 Rugby World Cup, hosted in that country following the dismantling of apartheid. Freeman and Damon play, respectively, South African President Nelson Mandela and François Pienaar, the captain of the South African rugby union team the Springboks. *Invictus* was released in the United States on December 11, 2009. The title *Invictus* may be translated from the Latin as "undefeated" or "unconquered", and is the title of a poem by English poet William Ernest Henley (1849–1903).

After 27 years in jail, Nelson Mandela (Morgan Freeman) is released in 1990 and subsequently elected President of South Africa. His immediate challenge is "balancing black aspirations with white fears", as racial tensions from the apartheid era have not completely disappeared.

While Mandela attempts to tackle the country's largest problems—crime and unemployment, among many others—he attends a game of the Springboks, the country's rugby union team. Mandela recognizes that the blacks in the stadium cheer against their home squad, as the Springboks represent prejudice and apartheid in their minds. Mandela remarks that he did the same while imprisoned on Robben Island. Knowing that South Africa is set to host the 1995 Rugby World Cup in one year's time, Mandela convinces a meeting of the newly-black-dominated South African Sports Committee to support the Springboks. He then meets with the captain of the Springboks rugby team, François Pienaar (Matt Damon), and implies that a Springboks victory in the World Cup will unite and inspire the nation. Mandela also shares with Pienaar a poem, "*Invictus*", that had inspired him during his time in prison.

Pienaar and his teammates train. Many South Africans, both white and black, doubt that rugby will unite a nation torn apart by some 50 years of racial tensions. For many non-whites, especially the radicals, the Springboks symbolized white supremacy. However, both Mandela and Pienaar stand firmly behind their theory that the game can successfully unite the country.

Things begin to change, however, as the players interact with the locals. During the opening games, support for the Springboks begins to grow among the non-white population. By the second game, citizens of all races attend to support the Springboks and Mandela's efforts.

The Springboks surpass all expectations and qualify for the final match against New Zealand All Blacks—the most successful rugby team in the world then and now. Prior to the game, the Springbok team visits Robben Island, where Mandela spent 27 years in jail. Pienaar mentions his amazement that Mandela "could spend thirty years in a tiny cell, and come out ready to forgive the people who put [him] there".

Supported by a large home crowd of both whites and blacks, Pienaar motivates his team. The Springboks win the match on a last-minute long drop-kick from fly-half Joel Stransky (Scott Eastwood), with a score of 15–12. Mandela and Pienaar meet on the field together to celebrate the improbable and unexpected victory.



## **Invictus**

*Out of the night that covers me,  
Black as the pit from pole to pole,  
I thank whatever gods may be  
For my unconquerable soul.*

*In the fell clutch of circumstance  
I have not winced nor cried aloud.  
Under the bludgeonings of chance  
My head is bloody, but unbowed.*

*Beyond this place of wrath and tears  
Looms but the Horror of the shade,  
And yet the menace of the years  
Finds and shall find me unafraid.*

*It matters not how strait the gate,  
How charged with punishments the scroll,  
I am the master of my fate:  
I am the captain of my soul.*

### **Scenes 9 & 10 from the movie *Invictus***

What is President Mandela trying to help Francois see?

---

---

---

With all the priorities that President Mandela must be dealing with, why is one of them a rugby team?

---

---

---

What are the lessons for you today as a strategic leader?

---

---

---

## Developing Frames of Reference

### The Nature of Change

If anything is certain, it is that change is certain." -- Philip Crosby

Our World, Today.....

How is change occurring in your world today?

---

---

How about changes in your community?

---

---

What is the nature of the change?

---

---

How should you respond to change?

---

---

"You must be the change you wish to see in the world." - Mohandas Gandhi

"Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world." -- Joel Barker

What does "frames of reference" mean for strategic leaders?

---

---

Think not only within your group or industry, but beyond to outside your state and even internationally. How does that environment relate to shaping your business or operational environment. *What do you read? Who do you engage with? How can you broaden your perspective? Are you open for change in your perspective?*

**Updating Your Perspective...**

Ask “Will it Matter in Five Years”?

When you are anxious about something, ask if the issue will truly matter in Five Years.

Draw or write about a situation.

By doing your thinking on paper, you automatically start creating structure and order, allowing you to see things from a new, clearer, perspective.

Ask “Why” – and keep asking.

It can be uncomfortable to look at the reasons why you’re pursuing the goals that you have. But by being honest with yourself, you can open up the possibility of change.

Listen to an argument for the other side.

It’s an interesting exercise to read or listen to an argument put forward by a group that you’d normally totally disagree with.

**Group Exercise**

In small groups, consider what we have discussed relative to FRAMES OF REFERENCE AND PERSPECTIVES.

1. How do you broaden your perspective, both internally and externally, relative to the organization?

---

---

---

---

2. What tools and techniques do you use/can you use to help shape your frames of reference?

---

---

---

## Employing Your Mission/Vision/Values

**Compass Led leaders** have a clear vision and set of values that keep them on course during the difficult and stormy times. This unwavering focus and sense of mission provides direction that others can understand and follow.

**Weather Vane leaders**, however, change direction according to pressure from the “winds” of others’ changing opinions. Weather Vane leaders do not demonstrate the clear sense of purpose that results from focusing on the compass of vision, values, and mission.

How do you build a culture around your M/V/V principles?

---

---

---

---

Operating Principles – What are they and how do you form these for your team?

---

---

---

---

Sectors of Responsibility – how do you define?

---

---

How do the little decisions strategic leaders make shape the climate and culture of the organization? How can small decisions cascade up to catastrophic failure?

---

---

Inaction can cause ethical problems – how do we guard against not seeing and not taking action?

---

---

How do you cultivate a strong leadership group to help each other see things and take the right actions?

---

---

**Group Exercise**

In small groups, consider what we have discussed relative to EMPLOYING YOUR MISSION/VISION/VALUES.

1. Review your M/V/V. Consider how these essential concepts shape your decision-making and problem-solving.

---

---

---

---

2. Develop a decision-making/problem-solving template that you could use based upon your M/V/V.

---

---

---

---

---

---

---

---

---

---

**A Values-based Decision-Making Template**

- 1. Discuss the situation and describe the difference between behavior observed and the behavior expected based upon your Mission, Vision, and Values.**

---

---

---

- 2. Explore why there might be a difference between what is observed and what is expected**

---

---

---

- 3. Differentiate between the symptoms of the problem (what you are seeing) and the problem itself (why it might be occurring).**

---

---

---

- 4. Develop a strategy to address the problem(s) with the person and/or others involved in the situation.**

---

---

---

- 5. Identify specific conversational actions you will take and how you will use your Mission, Vision, and Values to address the situation. What are your core messages?**

---

---

---

## Strategic Planning

"If you are planning for one year, grow rice. If you are planning for 20 years grow trees. If you are planning for centuries, grow leaders". - Chinese Proverb

How are both qualitative and quantitative data used for decision-making?

---

---

---

How does your use of such data shift with executive-level leadership?

---

---

---

How are both facts and assumptions used for decision-making?

---

---

---

As an executive-level leader, which do you rely upon the most?

---

---

---

Know when to make decisions and not waiting until you have all the facts... thoughts?

---

---

---

Use your frames of reference to help deal with uncertainty and ambiguity.

Sooner or later, something fundamental in your business world will change. Andrew S. Grove

**Group Exercise**

In small groups, consider what we have discussed relative to DEALING WITH UNCERTAINTY AND AMBIGUITY.

1. Looking forward 1-5 years, what elements are UNCERTAIN and potentially AMBIGUOUS relative to your sector of responsibility?

---

---

---

2. What strategies will you use to deal with these UNCERTAINTIES and AMBIGUITIES?

---

---

---

**The Basic Strategic Planning Steps**

1. Where are you now?
2. Where do you want to be?
3. How will you get there?
4. Did you make it?

**Strategic Planning Essentials**

1. Must be a collaborative process – diversity helps ensure the broadest possibility for innovation and new ideas.
2. Must be on-going and continuous.
3. Ground your plan in your Mission, Vision, and Values.
4. Use constant self-evaluation and controls.
5. Must be open and transparent to all stakeholders, internal and external.
6. Focus on the long-term overall, but short-term in the execution of the plan.

**Strategic Planning Criteria**

Any strategic plan should be an organic document: it should be Developed, Utilized, Reviewed, Updated, and Improved in a systematic, effective, repeatable process.



## **A 4-Step Strategic Planning Process**

### **Step #1: Where are you now?**

1. Clarify Your Mission/Vision/Values
2. Conduct a Strategic Assessment (SWOT)
3. Define the Planning Scope
4. Identify the Planning Process
  - a) *Integration of Institutional Plans with the Business Unit Plans*
  - b) *Develop a practical process for the Business unit, both the annual planning cycle and the long-term planning process*

### **Step #2: Where do you want to be?**

Determine your Strategic Goals: Broad, long-term goals that cover the breadth and depth of the organization.

1. Outline the broad concepts you want to achieve.
2. Capitalize on your strengths and opportunities from the SWOT analysis.
3. Consider your threats and weaknesses from your SWOT analysis.
4. Usually only 4-6 strategic goals for any one plan.

### **Step #3: How will you get there?**

Objectives:

- Specific, measurable, achievable, relevant, time-bound (SMART) items associated with a goal.
- Each goal will have several objectives. These objectives can be designated as either long-term or short-term. The objectives are the specific action items needed to accomplish the goal. Objectives should be prioritized.

Action Plans:

- How you will accomplish each objective (who/what/when/where/how/why)
- Action Plans: These explain the steps and resources needed to meet the objective(s).
- Activities must relate to an objective and include the action that will take place, who is assigned to do the tasks (accountability), what materials and resources are needed, when actions are to occur (planning horizon/deadline), and how reports of progress are to be made (metrics/KPI/Performance Target).

### **Step #4: Did you make it?**

1. Evaluation: Steps taken to ensure that the objective and action plans are implemented. Addresses how you will lead, monitor, and refine the plan.
2. Assessment: Done concurrently so that you have a feedback process for continuous improvement.

**Group Exercise**

In small groups, consider what we have discussed relative to STRATEGIC PLANNING.

*Evaluate your current strategic plan and your current strategic planning process for your sector of responsibility. Specifically, assess:*

1. The process you use and your organizational assessment tools/techniques

---

---

---

---

---

---

---

---

2. Your Strategic Goals

---

---

---

---

---

---

---

---

3. Your Objectives and Action Plans

---

---

---

---

---

---

---

---

4. Your Evaluation Criteria, Metrics, and KPIs

---

---

---

---

---

---

---

## The Art of Strategic Leadership

### Leading the Leaders

What is the different when you lead leaders?

- Focus on vision
  - Manage to results
  - Support them
  - Stay out of their way
  - Emphasis is on coaching and mentoring
- 
- 
- 

### Leading the Superstars

- Rising superstars are hungry and have big appetites.
- They are voracious learners.
- They don't see things the way you do, and they connect the dots differently.
- They love high-capacity people with spark and loathe plodders.
- They are not defined by their job titles.
- Don't be surprised: Stars rarely stay put.
- Their greatest value lies outside the box.

Over-supervision stifles initiative, breeds resentment, and lowers morale and motivation. Under-supervision leads to miscommunication, lack of coordination, and the perception by subordinates that the leader does not care.

### Leading the Leaders: 7 Daily Leadership Tasks

1. DIRECTION. How do you negotiate a vision that other leaders will buy into?
  - Clear communications
  - Regular communications
  - Dialogue with your team
  - Encourage participation in the visioning process
2. INTEGRATION. How do you make stars a team?
  - Clearly defined roles and responsibilities
  - Awards and recognition for team effort
  - Linked performance standards
  - Maintain a shared vision of what is organizational and individual success

3. MEDIATION. How do you resolve conflicts over turf and power among leaders?
  - Clearly defined roles and responsibilities
  - Competition is beneficial, but only if it advances the organization's interests
  - Succession planning for key leaders
4. . EDUCATION. How do you educate people who think they are already educated?
  - Succession planning that outlines what measures are necessary for advancement
  - Dialogue with them for self-learning and self-reflection
  - Non-traditional education programs
5. MOTIVATION. How do you move other leaders who already seem to “have everything”?
  - Redefine individual needs and priorities
  - Get them involved in self-development
  - Create additional opportunities for learning, growth, and personal development
6. REPRESENTATION. How do you lead your organization's outside constituents while still leading leaders inside?
  - Time management skills
  - Maintain your perspective
  - When with your team, communicate the vision
  - Clarity on goals and objectives
  - Learn to delegate
7. TRUST CREATION. How do you gain and keep other leaders' trust, the vital capital that your own organization depends upon?
  - Give trust to them
  - Reinforce the values of the organization
  - Encourage open, honest communications
  - Support your leaders and let them try new things on their own

**Group Exercise**

In small groups, consider what we have discussed relative to LEADING THE LEADERS.

Take each of the 7 Daily Tasks for Leading the Leaders and identify specific actions that you can/will take to lead your leaders. Use the template provided in the workbook.

<b><u>Daily Task</u></b>	<b><u>My Specific Activities</u></b>
1. Direction. How do you negotiate a vision that other leaders will buy into?	
2. Integration. How do you make stars a team?	
3. Mediation. How do you resolve conflicts over turf and power among leaders?	
4. Education. How do you educate people who think they are already educated?	
5. Motivation. How do you move other leaders who already seem to “have everything”?	
6. Representation. How do you lead your organization’s outside constituents while still leading leaders inside?	
7. Trust Creation. How do you gain and keep other leaders’ trust, the vital capital that your own organization depends upon?	

## Leading Change

### **An 8 Stage Process For Effective Change**

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the vision
5. Empower Employees
6. Generate short-term wins
7. Consolidate Gains
8. Anchor new approaches

### **Step #1: Establish a sense of urgency**

Overcome Complacency! A compelling need has to be developed and shared. Visible crises catch peoples' attention and drive up the urgency levels.

A clear case for change, approved at the appropriate level. A compelling and reasonable argument, laid out in the form of a directional paper or memo. The right climate for change – the ground work with stakeholders to create an initial sense of involvement and engagement with the challenge. An understanding of the timescale involved, even if its not fully defined. An understanding of the urgency for change, and the consequences of not changing.

### **Step #2: Create a guiding coalition**

- Power & Credibility: To legitimize change (critical mass), ability to reward/confront.
- Pain & Sacrifice: Personal Stake. Pursue change despite personal price.
- Expertise: Informed and intelligent decision making.
- Public/Private Role: Commitment and ability to support change publicly/ meet privately with agents.
- Pitfalls: Avoid those who create mistrust or put their own immediate interests above the greater goal.
- Who is accountable and approves changes?
- Who is responsible as leader of the change process?
- How will stakeholders be involved?
- Clear difference between line responsibility and support.
- R.A.C.I.
  - Who is Responsible? What are they responsible for?
  - Who is Accountable? Do people understand this?
  - Who will be Consulted (before decisions are made?)
  - Who will be Informed (after decisions are made?)
- Identifying and involving “change champions”.

### **Step #3: Develop a vision and strategy**

Vision: Develop, articulate, and communicate a shared vision of the desired change that is:

- Imaginable – Creates a Picture
- Desirable – Appeals to the long-term interest
- Feasible – Realistic & Attainable
- Focused – Clearly guides decisions
- Flexible – Allows for changing conditions
- Communicable – Successfully explained in 5 min.

### **Step #4: Communicate the vision**

- Keep it Simple; Lose the Jargon. Create Verbal Pictures. Multiple Forums; Repetition
- Lead by Example; Your Behavior Speaks. Explain the Appearance of Inconsistencies
- 2- Way: Listen as Well as Share. Recognize that everything you say and do is part of the communication process
- Develop a communication plan that includes how and when you will tell people what, and by which medium. Be as open as you can and tell the truth – even if this means saying you don't know yet or can't say yet
- Communicate on a regular basis, even if there is little to say. It is much more important to "keep the regular channels open" than to "only say what you need to say when you need to say it". Seek feedback at every opportunity to encourage involvement
- Consistency is everything!
- It is important to build and maintain a project plan for any change project. Include major tasks, deliverables, timeline, who does what, risk assessment, logistical issues, etc. A general project planning process is critical. Typical elements include:
  - Initiate the project (including defining project board, team, manager)
  - Explore alternatives
  - Select an alternative and plan for detailed implementation
  - Execute the approved plan
  - Operate and make working improvements as necessary

### **Step #5: Empower Employees**

- Sponsors: Senior management leaders - the driving force of change - must walk the walk.
- Advocates: Allies of leaders, deploy the vision - communicate - involve - sell – MOTIVATE the masses.
- Agents: Influence sponsors' commitment, target resistance, measure readiness, and assess existing people/structures.
- Targets: Everyone in organization - develop, train, reinforce, and support.
- A culture of empowerment, trust, and support



- Setting up measurement processes – with clear targets
- Focus on dealing with problems and potential roadblocks
- Role modeling good leadership behaviors

**Step #6: Generate short-term wins**

- Plan for and create regular “wins”.
- Recognizing and rewarding people who facilitate the “wins”.
- Momentum is building, less resistance.
- You will get what you reward.

**Step #7: Consolidate Gains**

- Use increased credibility to change other systems that don't fit the vision.
- Hire, promote, and develop people who implement the change vision.
- Reinvigorate the process with new projects, themes, and change agents.
- Don't let up.

**Step #8: Anchor new approaches**

- May involve turnover.
- Maintain clear focus.
- Cultural change comes last, not first.
- Embrace and overcome the resistance.
- Respect those who resist.
- Continual reinforcement of the shared vision
- Encouraging and recognizing / reinforcing behaviors in others
- Recognizing and taking with us “the best of the past”
- Openly recognizing people who do well
- Celebrating as a team
- Embed a team approach with appropriate development and support
- Clear linkages between individual objectives and organizational success
- Realistic yet challenging goals and objectives
- A strong sense of “ we will succeed or fail together”

**A Leading Change Template**

<p><b><u>An 8 Step Process For Effective Change based on John Kotter's book, <i>Leading Change</i></u></b></p>	<p><b><u>What Actions Do you Need To Take?</u></b></p>
<p>1. Establish a sense of urgency</p>	
<p>2. Create the guiding coalition</p>	
<p>3. Develop a vision and strategy</p>	
<p>4. Communicate the change vision</p>	
<p>5. Empower broad-based action</p>	
<p>6. Generate short-term wins</p>	
<p>7. Consolidate gains and produce more change</p>	
<p>8. Anchor new approaches in the culture</p>	



