



## Five Practices to Enhance your Strategic Leadership

Presented by Tammy Dewar, Ph.D  
Calliope Learning

## Ground Yourself

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1. Manage your own anxiety, uncertainty, and energy.
2. Clarify and live personal values and ethics.

It's hard to be a great strategic leader if you haven't grounded yourself first. By that we mean a leader has to be really clear about who they are, what their values are, and where their strengths lie. Well-grounded leaders are better able to manage their own anxiety in the face of uncertainty.



Ground Yourself \*

\* first rule of leadership

dixpired.com

Tips for Managing your anxiety in the face of uncertainty (Weisbord and Janoff, 2007):

- Breathe and remain open/curious
- Experiment with silence
- Track your inner dialogue and negative predictions
- Let go of what you can't control
- Get people moving
- State the obvious

### Resources:

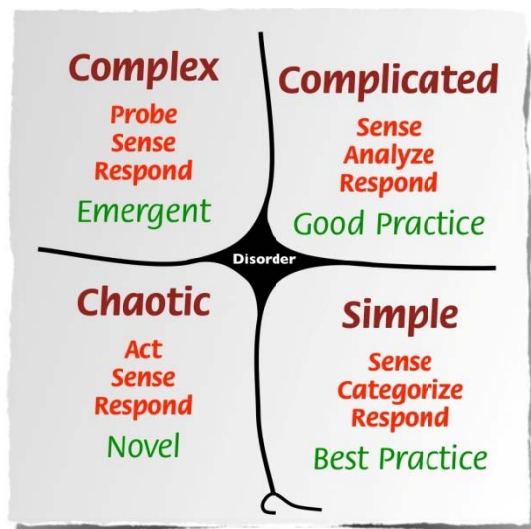
- Personal Values Assessment - <http://www.valuescentre.com/pva/>
- Strengths Based Leadership - <http://strengths.gallup.com/>
- Hodgson & White (2001) Relax, it's only uncertainty: Lead the way when the way is changing.
- Marvin Weisbord and Sandra Janoff, Don't Just Do Something, Stand There!  
<http://www.amazon.ca/Dont-Just-Something-Stand-There/dp/1576754251>

**Next Step ... complete the free Personal Values Assessment.**

## Make Sense of Complexity

3. Respond to and influence the dynamic nature of organizational systems.
4. Embrace new ways of thinking about organizational challenges.

Organizational life is complex and dynamic, strategic leaders need to be able step back, see the bigger picture, and embrace new ways of thinking about organizational challenges. To quote Jane Hirschfield, "Everything changes, everything is connected, pay attention".



Cynefin Framework by Snowden and Boone

### Resources:

- The Cynefin Framework - <http://cognitive-edge.com/library/more/video/introduction-to-the-cynefin-framework/>
- Johnson (1996) Polarity management: Identifying and managing unsolvable problems.

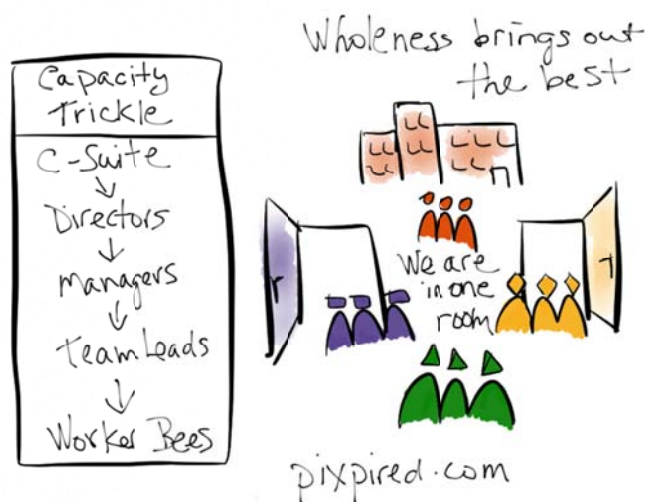
**Next Step ... read the article in Nov 2007 HBR by Snowden and Boone - A leader's framework for decision making.**

## Envision and Inspire a Strategic Direction

5. Engage stakeholders meaningfully in setting strategic goals.
6. Make connections between present reality and future aspirations.

All too often strategic direction is set in a vacuum, by a handful of people, who then fail to inspire others through poor communication. Great strategic leadership

involves the meaningful engagement of multiple stakeholders to set a robust and more broadly understood strategic direction. This then needs to be communicated with passion and enthusiasm.

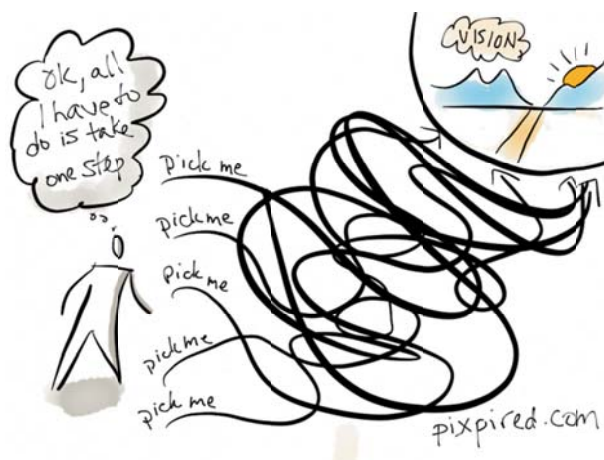


### Resources:

Bunker & Alban (2006) The handbook of large group methods: Creating systemic change in organizations and communities.

\*Weisbord, M. & Janoff, S. (2007). Don't just do something, stand there.

Next Step ... clarify your own personal strategic vision.

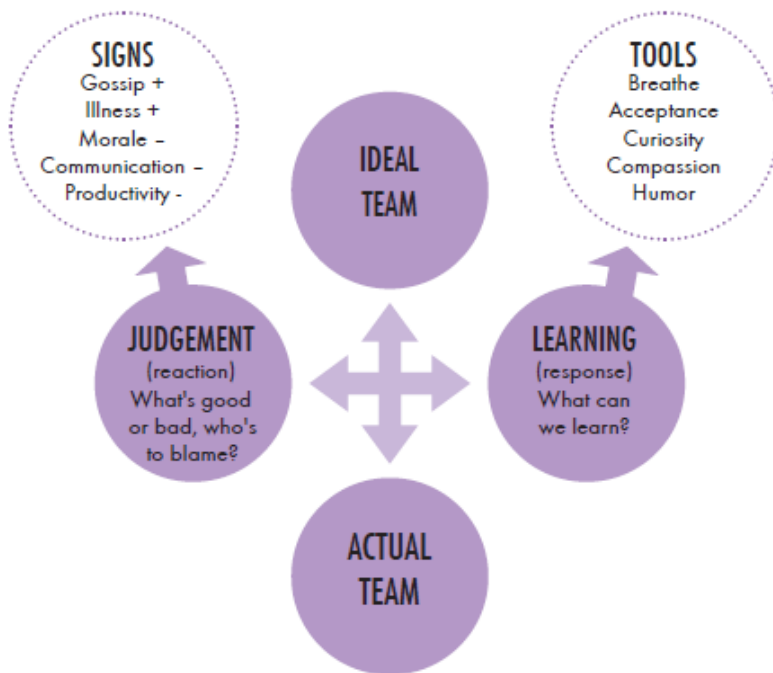


## Cultivate a Learning Culture

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7. Create a failure tolerant culture by replacing judgment with curiosity.
8. Search for opportunities by scanning the environment for innovative ways to learn and adapt.

Strategic leaders need to be continuously scanning the environment for new opportunities, new ways to innovate and new potential threats. Change is continuous and the useful lifespan of a formal strategic plan is shortening. Our organizations need to be more failure tolerant, replacing judgement with curiosity, and adding agile and nimble to organized and planful.



Learning Cycle, Calliope Learning, <http://www.calliopelearning.com>

### Resources:

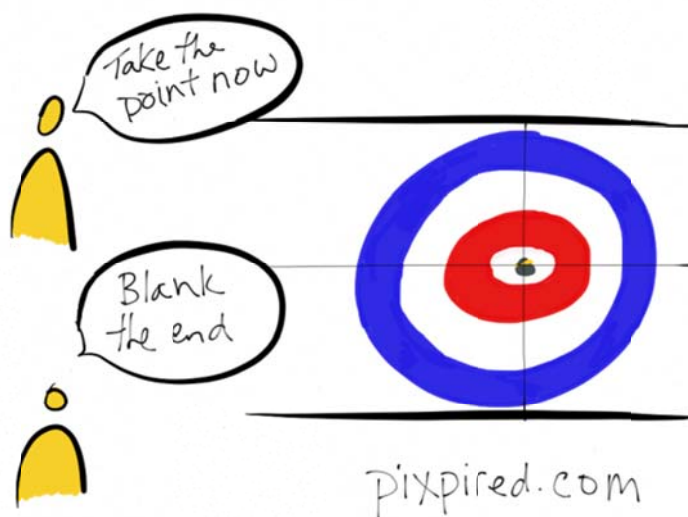
- Vaill (1996) Learning as a way of being: Strategies for survival in a world of permanent white water.
- Conner & Clawson (2004) Creating a learning culture: Strategy, technology and practice.
- Cross (2007) Informal learning: Rediscovering the natural pathways that inspire innovation and performance
- Adams (2009) Change your questions change your life: 10 powerful tools for life and work.

**Next Step ... monitor your own ratio of judgement and curiosity.**

## Model the Way

9. Act in congruence with values and ethics.
10. Play the long term game.

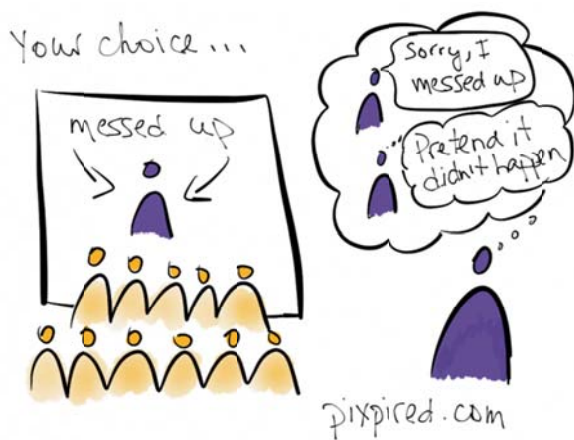
As Ghandi said, be the change you want to see. Leaders need to walk the talk; they need to always act in congruence with their values, even when this means taking the difficult higher ground. Strategic leaders also need to play a long term game. Like great chess players, they may have to give up a short term advantage to be successful in the end.



### Resources:

- Collins & Porras (1994) Built to last: Successful habits of visionary companies.
- Denning (2013) The management revolution that's already happening  
<http://www.forbes.com/sites/stevedenning/2013/05/30/the-management-revolution-thats-already-happening/>

**Next step ... develop a strategic leadership action plan and continually monitor your progress through feedback.**



## Strategic Leadership Action Plan

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### Self-Assessment

Commitment	Awareness	Live a little	Live a lot
1. Manage your own anxiety, uncertainty, and energy.			
2. Clarify and live personal values and ethics.			
3. Respond to and influence the dynamic nature of organizational systems.			
4. Embrace new ways of thinking about organizational challenges.			
5. Engage stakeholders meaningfully in setting strategic goals.			
6. Make connections between present reality and future aspirations.			
7. Create a failure tolerant culture by replacing judgment with curiosity.			
8. Search for opportunities by scanning the environment for innovative ways to learn and adapt.			
9. Act in congruence with values and ethics.			
10. Play the long term game.			

### Observations:

Practice	Key Learnings	Action Items
1. Ground Yourself		
2. Make Sense of Complexity		
3. Envision and Inspire a Strategic Direction		
4. Cultivate a Learning Culture		
5. Model the Way		

### About Calliope Learning

We inspire leadership greatness and help organizations increase their engagement and morale while meeting their goals through:

- Customized leadership development programs and executive coaching
- Customized team development programs and team coaching
- Organizational assessments and development
- Innovative strategic planning processes

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