

MODULE 7

Strategic Leadership

(Part 1)

DIMENSIONS of LEADERSHIP



Leading with Impact

Consultare Inc.

By Red Grimaes

I
Leading the
SELF

II
Leading
OTHERS

III
Leading the
BUSINESS

IV
MANAGEMENT
BASICS

V
Leading for
CHANGE

VI
STRATEGY
in Business



<https://www.youtube.com/watch?v=JKZoUg30cSk&t=282s>

HOW TO BE A **GREAT LEADER?**

Bo

<https://www.youtube.com/watch?v=JKZoUg30cSk&t=282s>

**GREAT LEADERS
ARE
SELFLESS**



<https://www.youtube.com/watch?v=JKZoUg30c5k&t=282s>

LEADERSHIP
IS WANTING
WHAT IS BEST
FOR OTHERS



<https://www.youtube.com/watch?v=JKZoUg30cSk&t=282s>

SUSTAINING

#3



Bo



HR ONLINE
PHILIPPINES

The Balanced Scorecard

Organizing Your Plan

Universal Template: The Balanced Scorecard

Vision	The number one mobile communications supplier of choice in the United Kingdom		
Mission	We provide the best value for money mobile phone services in the United Kingdom with the greatest reach		
Strategic Themes	Business growth	Customer Intimacy	Operational Effectiveness
Strategic Results	Value prices that keep existing and attract new customers, in all of the UK regions	Clarity in offering that surpasses anything in the market today, best user interface	Productivity gains through use of new technology driving lower operational cost

Strategic Objectives and Strategy Map		Measures	Targets	Initiatives
Financial	<pre>graph TD; subgraph OrgCap; K[Improve Knowledge and Skills]; T[Improve Telecoms Network]; Tech[Improve Technology]; end; subgraph IntProc; IOS[Improve Offering Selection]; ISS[Improve Integrated Service]; IEU[Improve Ease of Use for End Users]; end; subgraph Cust; ICO[Improve Clarity of Offering]; IMP[Improve Market Perception]; IEUE[Improve End User Experience]; end; subgraph Fin; IR[Increase Revenue]; IP[Increase Profitability]; DC[Decrease Operating Costs]; end; K --> IOS; T --> ISS; Tech --> IEU; IOS --> ICO; ISS --> IMP; IEU --> IEUE; ICO --> IR; IMP --> IP; IEUE --> DC; IEUE --> IP; DC --> IP;</pre>	<ul style="list-style-type: none">• Net Profit• Operating Costs• Revenue in target markets	<ul style="list-style-type: none">• ↑ 5% per year• ↓ 3% per year• ↑ 12% per year	<ul style="list-style-type: none">• Implement new financial accounting system• Simplify billing operations
Customer		<ul style="list-style-type: none">• % Market Share Index• % Customer Satisfaction Index	<ul style="list-style-type: none">• ↑ 3% per year• ↑ 5% increase in index next period then stabilize	<ul style="list-style-type: none">• Competitive end user requirements market studies for new UK regions• 'Improve the Offering' two year programme
Internal Processes		<ul style="list-style-type: none">• New products as % of sales• Brand awareness score• End User experience score	<ul style="list-style-type: none">• 12% this year• ↑ 5% per year• > 90% every reporting period	<ul style="list-style-type: none">• Create improved offering selection process• Hook into 'Improve the Offering' programme• Training programme for new offerings and user interface
Organizational Capacity		<ul style="list-style-type: none">• Employee development plans• Technology training index• Network Efficiency Index	<ul style="list-style-type: none">• 95% in place• 90% efficient• 99.99% Uptime	<ul style="list-style-type: none">• Product and marketing training programme• 2 year 'Renew the Network' staged plan and roll-out• Technology improvement programme

Customer Focus - Integrity - Quality - Helpful - Community - Efficient

The BSC: An Overview

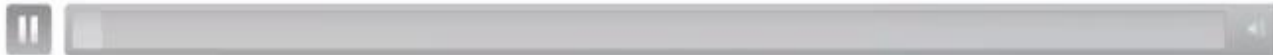


ANOTHER
HELPFUL

INTRAFOCUS

GUIDE

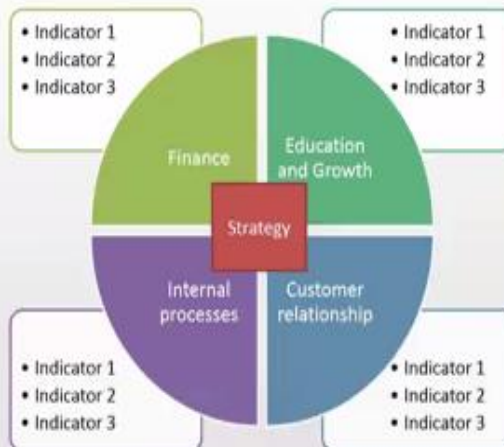
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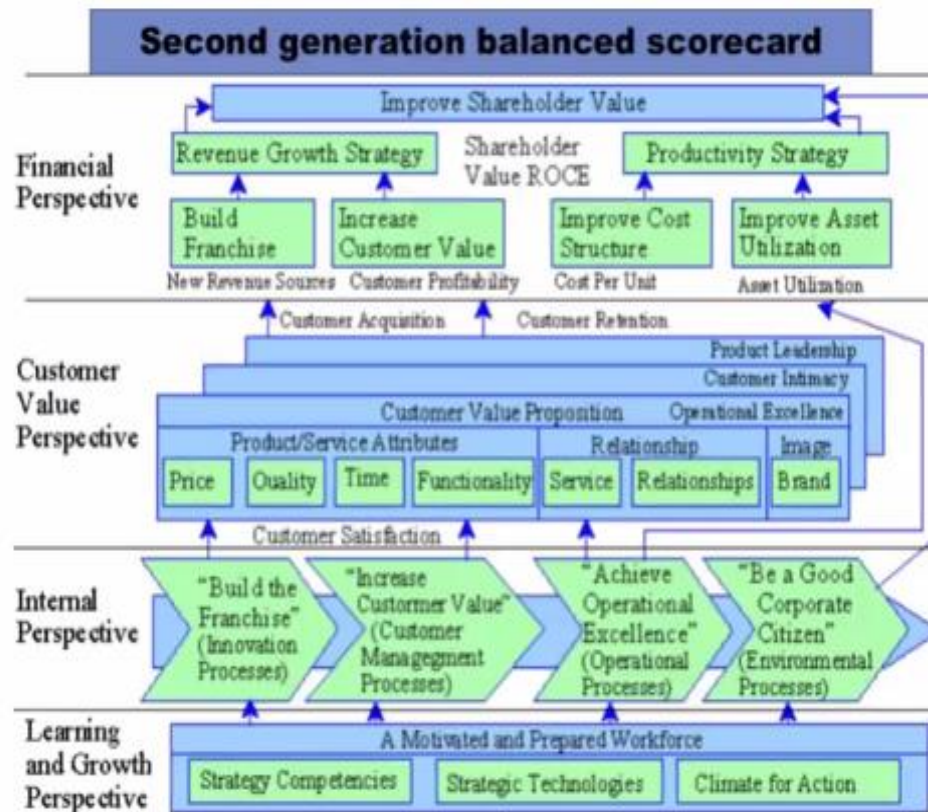
The BSC: An Overview

1st Gen

Balanced Scorecard



The BSC: An Overview





Government One-Page Balanced Strategic Plan

Vision:	Be a world-class model for a successful urban community			
Mission:	Provide effective and fiscally responsible services in a manner that promotes high standards for community life			
Strategic Themes:	<i>Government Reform</i>	<i>Nurturing Children and Families</i>	<i>Public Safety</i>	<i>Economic Abundance</i>
Strategic Results:	Maintain an ethical and transparent government that engages its constituents and provides effective and efficient services.	Create a safe, thriving and engaged community so families can flourish through achievement of social, mental, physical and cultural well-being.	Create and maintain a safe, secure community-oriented city that is clean and vibrant.	Offer abundant opportunity for financial stability and advancement for all socio-economic levels.

Strategic Objectives and Strategy Map		Measures	Targets	Initiatives
Constituent / Stakeholder		<ul style="list-style-type: none"> • Livability satisfaction score • Program satisfaction score • Per capita service utilization • Business permits and licenses • Per capita income • Tourism revenue 	<ul style="list-style-type: none"> • >90% this year • >85% this year • 65% this year • +1.5% each quarter • +1% this year • +14% this year 	<ul style="list-style-type: none"> • Green Space program • New business startup program • Community engagement committee • Partnering program
Financial Stewardship		<ul style="list-style-type: none"> • Controllable expenses • Asset value • Strategic projects completed on time and budget 	<ul style="list-style-type: none"> • -11% this year • +14% this year • 95% this year 	<ul style="list-style-type: none"> • Simplify tax payments • Asset resale program • Energy savings program
Internal Process		<ul style="list-style-type: none"> • Index of program results • Shared systems • Response time changes • Audit score of communication effectiveness 	<ul style="list-style-type: none"> • 85% this year • 35% this period; 56% this year • +15% this period • >90% this period 	<ul style="list-style-type: none"> • Partner recruitment program • City marketing program • Satisfaction surveys
Organizational Capacity		<ul style="list-style-type: none"> • Recruitment effectiveness • Retention effectiveness • Training effectiveness • Change in employee use of appropriate technology 	<ul style="list-style-type: none"> • >80% this period • >92% this year • >93% this period • +14% 	<ul style="list-style-type: none"> • Customer service training • Individual development plans • Program evaluation process
Core Values:		<ul style="list-style-type: none"> • Integrity-Based Leadership • Ethics • Accountability • Commitment to Excellence • Citizen-Centered • Mutual Respect 		

The 4 Perspectives of the BSC



Perspectives

Finance	Outcome
Customer	Outcome
	
Internal	Driver
Learning & Growth	Driver

Finance (Foundation):

- Focuses on the financial performance of the company; how HR is able to support the organization in this aspect.

Customer:

- How HR programs and policies affect how the workforce provides services to the company's customers
- Or – focuses on Internal Customers for some practitioners: How is HR perceived by the employees?

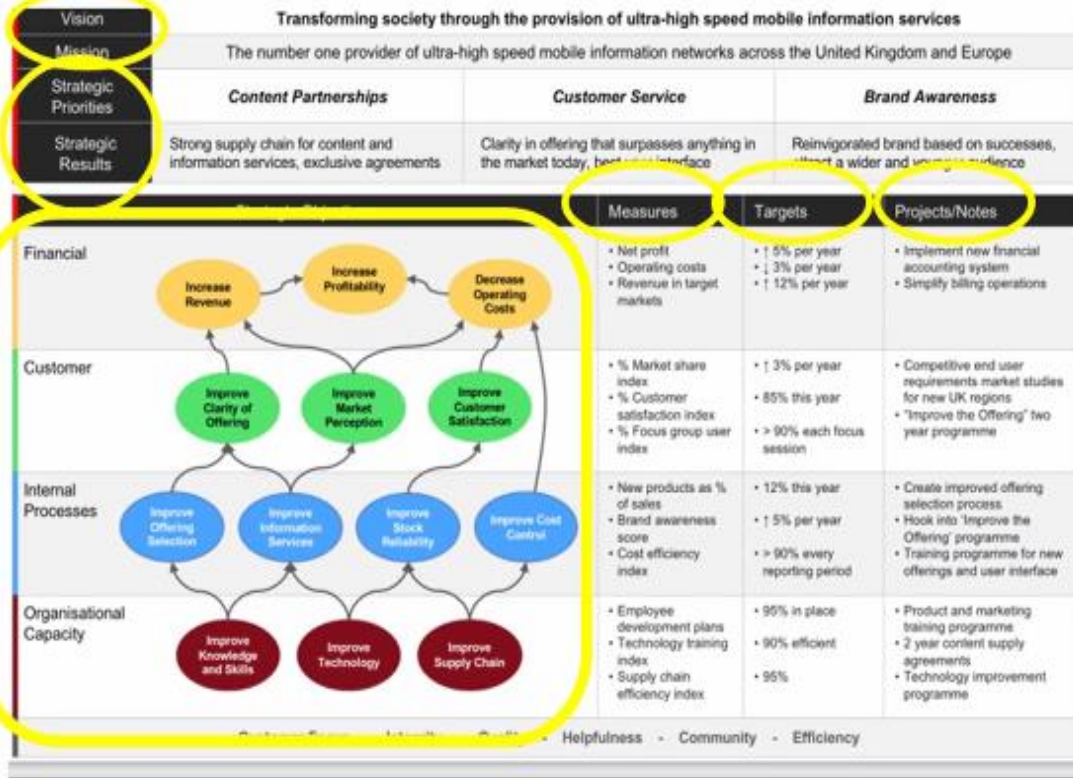
Internal Process:

- “How effective is the organization at its internal operations?”
- “Where must the organization excel to remain profitable?”

Learning and Growth:

- What can the company do to improve?
- Organizational Capacity
 - Skills, Technology

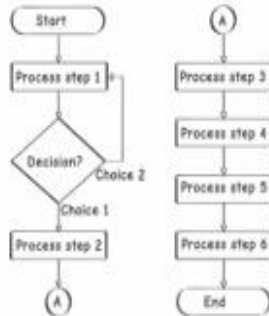
The BSC: An Overview



1. Mission and Vision
2. Top-Level Strategic Direction/Broad strokes
3. Strategy map based on the 4 Perspectives
4. Measures
5. Targets
6. Projects/ Initiatives/ Activities

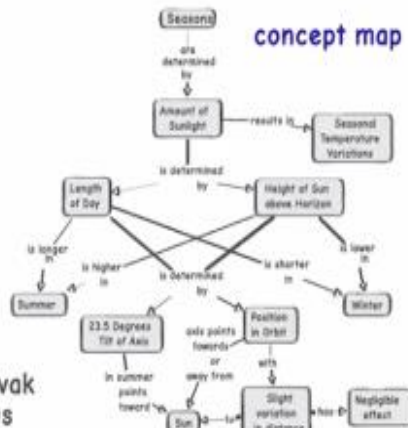
DATA VISUALISATION TOOLS

flow chart



Frank Gilbreth
1920s

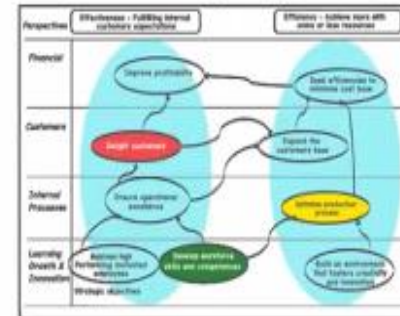
concept map



Joseph Novak
early 1970s

- Concepts
- Hierarchical clusters
- Connected through links

strategy map



David Norton and
Robert Kaplan, 2000

mind map

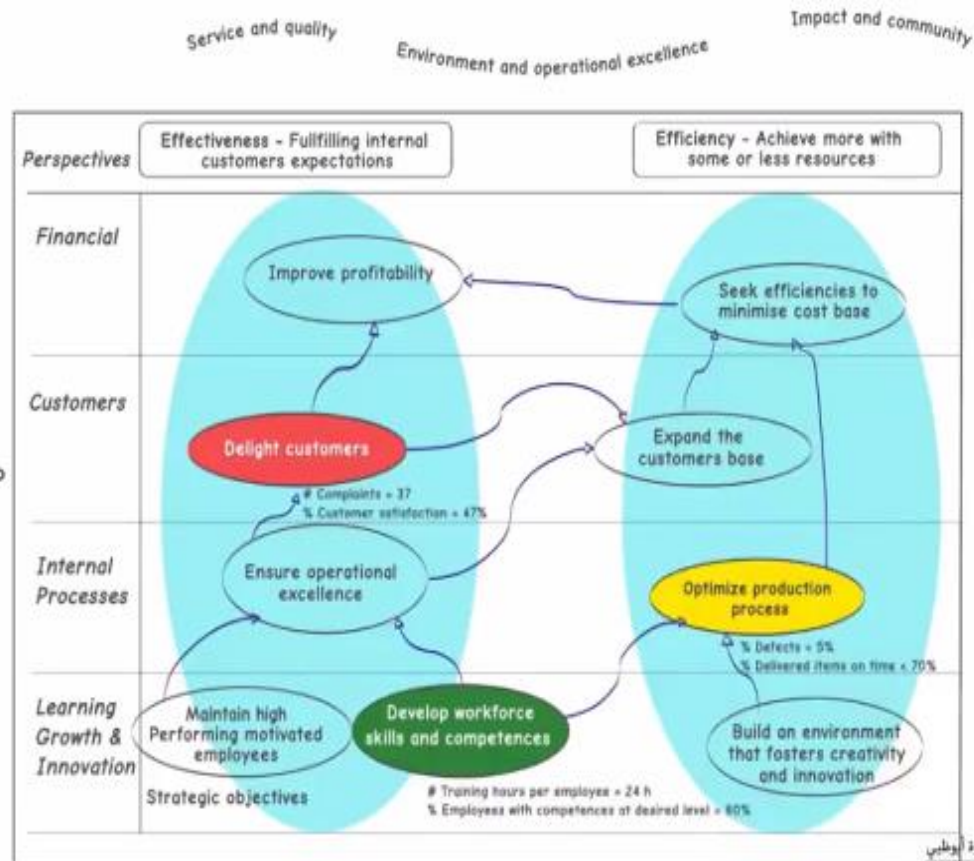


Tony Buzan
mid 1970s

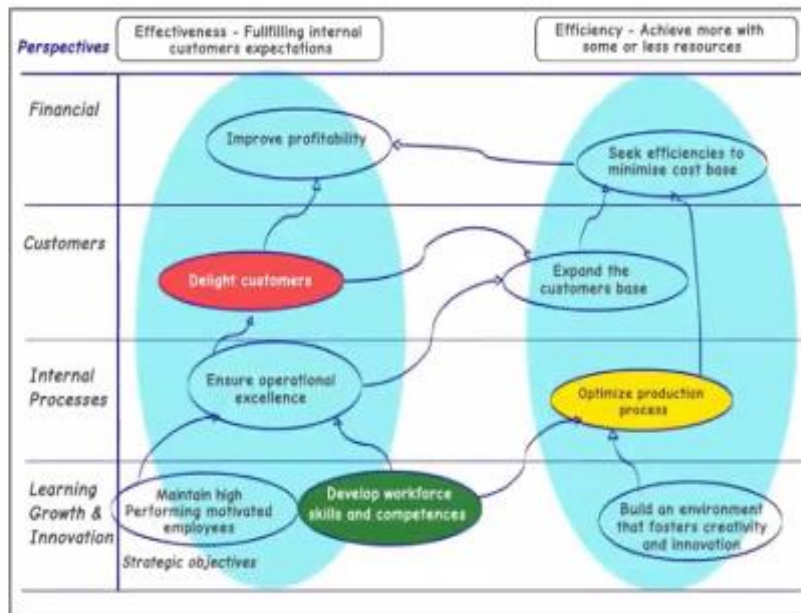


مستودع معاشات ومكافآت التقاعد لإمارة أبوظبي
Abu Dhabi Retirement Pensions & Benefits Fund

STRATEGY MAP



STRATEGY MAP



Strategy Communication



Let's Try It!



1. Strategic Foundations

Mission

- Purpose
- What You Do
- For Whom

Vision

- Future-Oriented
- What You Want to Achieve

Top-Level Statements/ Broad Strokes (with or without)

Mission

Tesla: Accelerating the world's transition to sustainable energy.

JetBlue: To inspire humanity – both in the air and on the ground.

TED: Spread ideas, foster community and create impact.

Meta: Giving people the power to build community and bring the world closer together.

Vision

Alzheimer's Association: A world without Alzheimer's

Disney: "To make people happy."

Google: "To provide access to the world's information in one click"

TED: "Spread ideas"

Let's Try It!



2. Strategic Analyses

PEST/O Analysis

P: POLITICAL/LEGAL

Elections,
Government Policies,
Legislation, etc.

E: ECONOMIC

Stability, Disposable
Income, Inflation,
Foreign Exchange,
etc.

S: SOCIO-CULTURAL

Age Ranges,
Population, Social
Classes, Education
levels, etc.

T: TECHNOLOGICAL

Advancements -
Artificial Intelligence,
Internet
Connectivity/Access,
etc.

OTHERS:

Environmental, COVID, Wars,
Climate/Weather, etc.

SWOT Model

	Positive	Negative
	STRENGTHS	WEAKNESSES
Internal		
External	OPPORTUNITIES	THREATS

Let's Try It!



Strategic Foundations

Vision, Mission, Top-Level Goals

Strategic Analyses

Derived from
SWOT-TOWS
and PESTLE

- 1
- 2
- 3
- 4
- 5
- 6

Strategy Map

Finance

Growth and/ or Profitability

Customer

Satisfaction, Retention

Internal

Efficiency, Process Improve.

Learning

Skills, Development, IT

Targets, KPIs

Activities/ Initiatives