

# **MODULE 6**

# **Strategic Leadership**

## **(Part 2)**



Final Module  
**STRATEGIC LEADERSHIP**

What is Strategy video 1

<https://www.youtube.com/watch?v=Fjo1TPe5isw>



365 Careers

What is Strategy video 1

<https://www.youtube.com/watch?v=Fjo1TPe5isw>





## What is Strategy video 1

<https://www.youtube.com/watch?v=Fjo1TPe5isw>



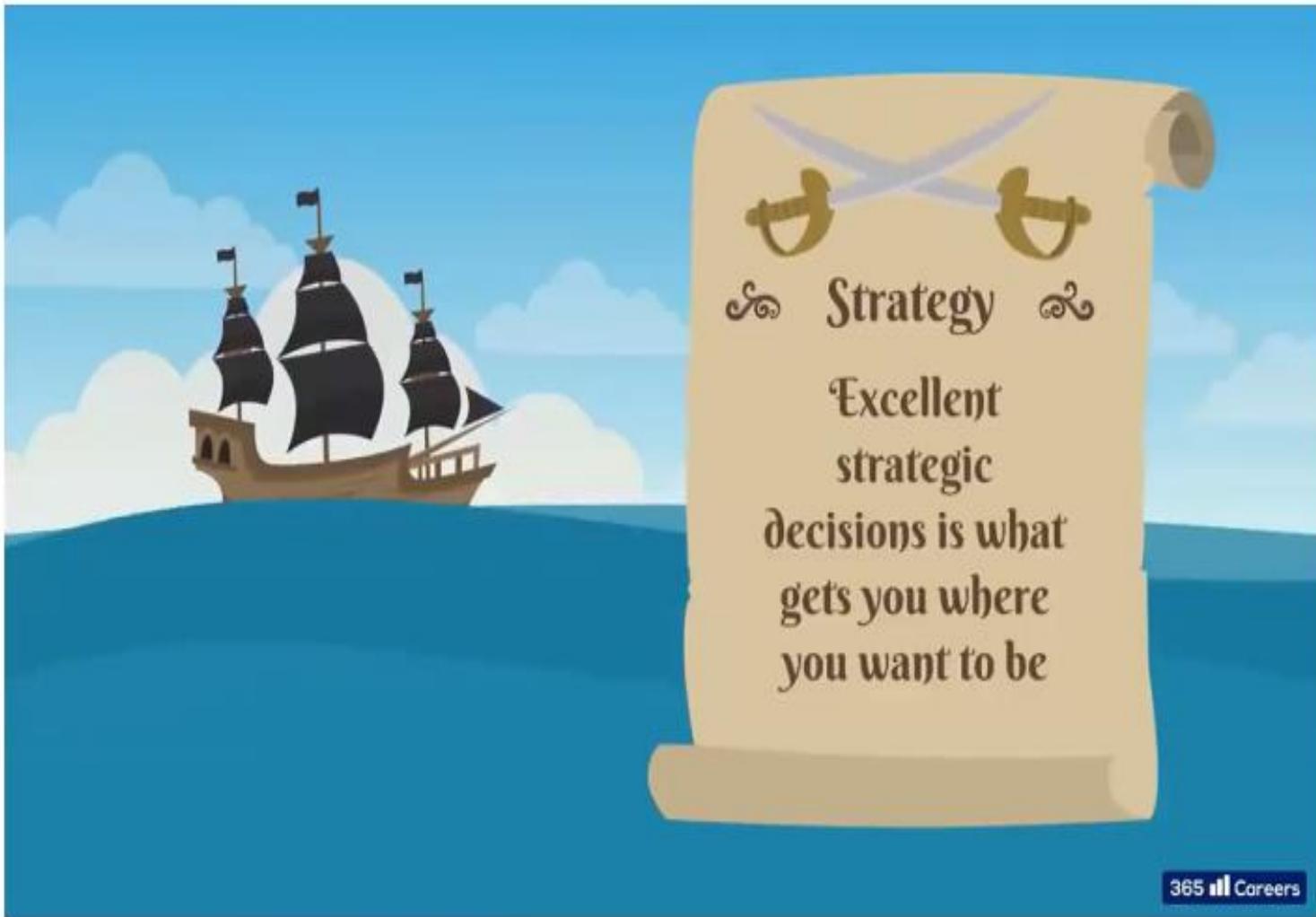


## Strategy is important

It embodies some of  
the most critical  
decisions a company  
must make

## What is Strategy video 1

<https://www.youtube.com/watch?v=Fjo1TPe5isw>



# STRATEGY in the Business Context

**Future-Focus,  
Long Range – plus  
*the NOW***

vs.  
Now

**Dynamic/  
Flexible**

vs.  
Rigid

**Non-Linear/  
Complex**

vs.  
Linear/  
One-Track

**Purposeful/  
Deliberate**

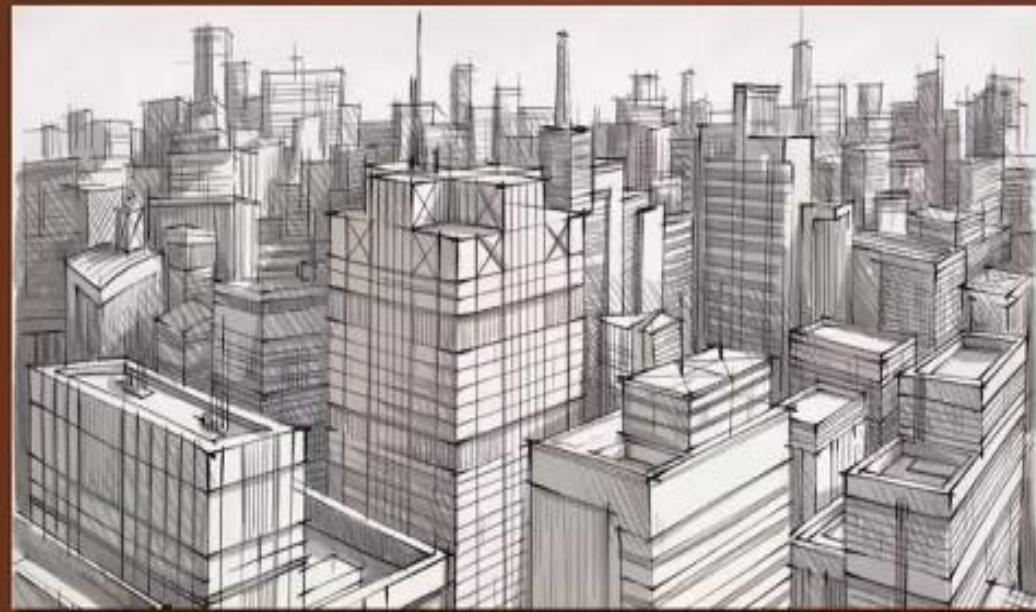
vs.  
Accidental /  
Robotic

What is Strategy video 2

<https://www.youtube.com/watch?v=sisozt4Qnmg>

# WHAT IS STRATEGY?

ANDREW BELLAY  
STRATY.COM



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What is Strategy video 2

<https://www.youtube.com/watch?v=sisozt4Qnmg>

# WHAT IS STRATEGY?

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## What is Strategy video 2

<https://www.youtube.com/watch?v=sisozt4Qnm>

GOOGLE: "DEFINE STRATEGY"

**strat·e·gy**  
/ strədəjē/ ⓘ

*noun*

a plan of action or policy designed to achieve a major or overall aim.  
"time to develop a coherent economic strategy"  
synonyms: **master plan**, grand design, game plan, plan of action, **plan**, **policy**, proposed action, scheme, blueprint, program, procedure, approach, schedule; More  
tactics, set of tactics  
'the government's economic strategy'

the art of planning and directing overall military operations and movements in a war or battle.  
synonyms: the art of war, **military science**, military tactics; **generalship**  
"the process could revolutionize military strategy"

- a plan for military operations and movements during a war or battle.  
"nonprovocative defense strategies"



What is Strategy video 2

<https://www.youtube.com/watch?v=sisozt4Qnmg>



STRATEGY = PLAN?

## STRATEGY ETYMOLOGY

**stratēgos** → **stratēgia** → **strategy**

(greek) (greek) (english)

*stratēgos* = *stratos* + *agos*

Source: <https://www.etymonline.com/word/strategy>

## STRATEGY ETYMOLOGY

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*stratēgos* = *stratos* + *agos*

strategy = "multitude, army" + "leader"

**strategy** = “to lead that which is spread out”

Source: <https://www.etymonline.com/word/strategy>

## WHAT IS STRATEGY? (HBR, 1996)

MICHAEL PORTER

Strategy is not **operational effectiveness**.

Strategy is **the creation of a unique and valuable position, involving a different set of activities**.

Strategy is **making trade-offs in competing**.

Strategy is **creating fit among a company's activities**.

# WHAT IS STRATEGY?

THE STRATY.COM DEFINITION

Strategy is the **process** of creating a set of **well-aligned activities** with the aim of occupying a **valuable position** in a **competitive landscape**.

# What is Strategy?

A set of well-aligned activities designed through a process, with the aim of occupying a valuable position in a competitive business landscape.



## Michael Porter

- American academic
- Renowned for his theories on business strategy and economics
- Porter's Five Forces and 'Competitive Advantage'

"Porter's books on competitive strategy are the seminal works in the field."  
—Philip Kotler, author of *Principles of Marketing*

# Michael E. Porter Competitive Strategy



Techniques for Analyzing Industries and Competitors

"The most influential management book of the past quarter century."  
—Financial Times

# Michael E. Porter Competitive Advantage



Creating and Sustaining Superior Performance

# Strategy Framework



This strategy framework illustrates the linkages between every single activity, initiative, task that individuals work on – and the company's mission and vision.

# Overview of Strategic Planning



## Company-Level



## Department-Level



# Objectives & Key Results

A practical guide to Objectives and Key Results  
(OKRs)

Content sourced from:

- Betterworks ([www.betterworks.com/resources/](http://www.betterworks.com/resources/))
- MyObjectives ([www.MyObjectives.com](http://www.MyObjectives.com))
- Pedoo - Henrik-Jan van der Pol
- Weekdone (<https://weekdone.com/resources/objectives-key-results>)

Brett Knowles  
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416-766-7684

# History

✗ pm 2

## MBOs

The Effective Executive  
by Peter Drucker

## S.M.A.R.T

George Doran's  
"S.M.A.R.T. Way"

## OKRs

John Doerr introduces  
OKRs to Google

## KPIs

1967

1973

1981

1984

1990

1999

2012

## Balanced Scorecard

Dr.'s Kaplan & Norton write  
The Balanced Scorecard

[www.pinterest.com/pin/111111111111111111](http://www.pinterest.com/pin/111111111111111111)

3

[https://www.youtube.com/watch?v=LkBmR\\_eTDvQ](https://www.youtube.com/watch?v=LkBmR_eTDvQ)

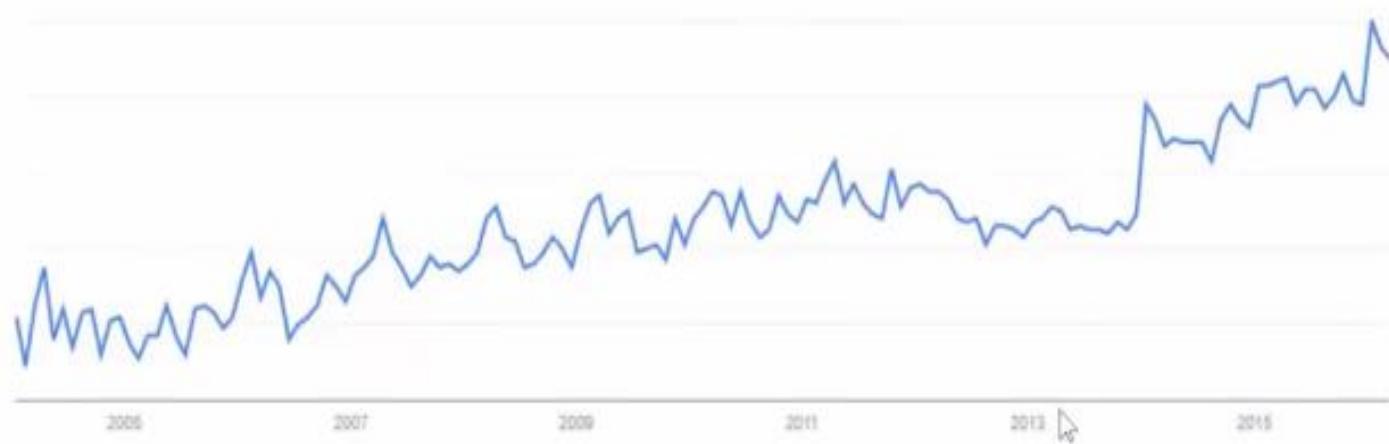
34

# Interest in OKRs is growing

OKR

Search term

Interest over time



4

# What are Objectives and Key Results?

✗ pm<sup>2</sup>



## The need

14%

employees understand  
their company's  
strategy and direction

58%

employees say their  
manager clearly  
communicates goals and  
objectives

13%

of workers feel  
engaged by their  
jobs

47%

are satisfied with their  
organization's system for  
managing their  
performance

# Objectives and Key Results

# OKR

The best practice of setting and communicating company, team and employee objectives and measuring their progress based on achieved results.

## Objectives:

- ambitious
- qualitative
- time bound
- actionable by the team

## Key Results:

- measurable and quantifiable
- make the objective achievable
- lead to objective grading
- difficult, but not impossible

Company

Team

Personal



## # Best Practices

3

objectives at  
any time

3

key results  
per objective



Set quarterly



Reviewed  
monthly or weekly



Public and online  
in front of all  
employees

70%

Sweet spot to  
achieve % of  
the results

## Benefits

- **Disciplines Thinking**

- The major goals and logical cascade will surface

- **Communicates Accurately**

- Gets everyone aligned around what is important

- **Established a measurement culture**

- Shows everyone how far we have gone

- **Focuses effort**

- Ensures that we are all pulling in the same direction

- **Enables employee engagement**

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## 4 Guide Lines

- **Set them annually and quarterly**

- A quarter and year are timeframes in which you can really achieve something. These are also the timeframes used to evaluate companies.

- **Do not have too many**

- 5 Objectives with less than 4 key results each is your maximum per quarter.

- **Make the Objectives challenging**

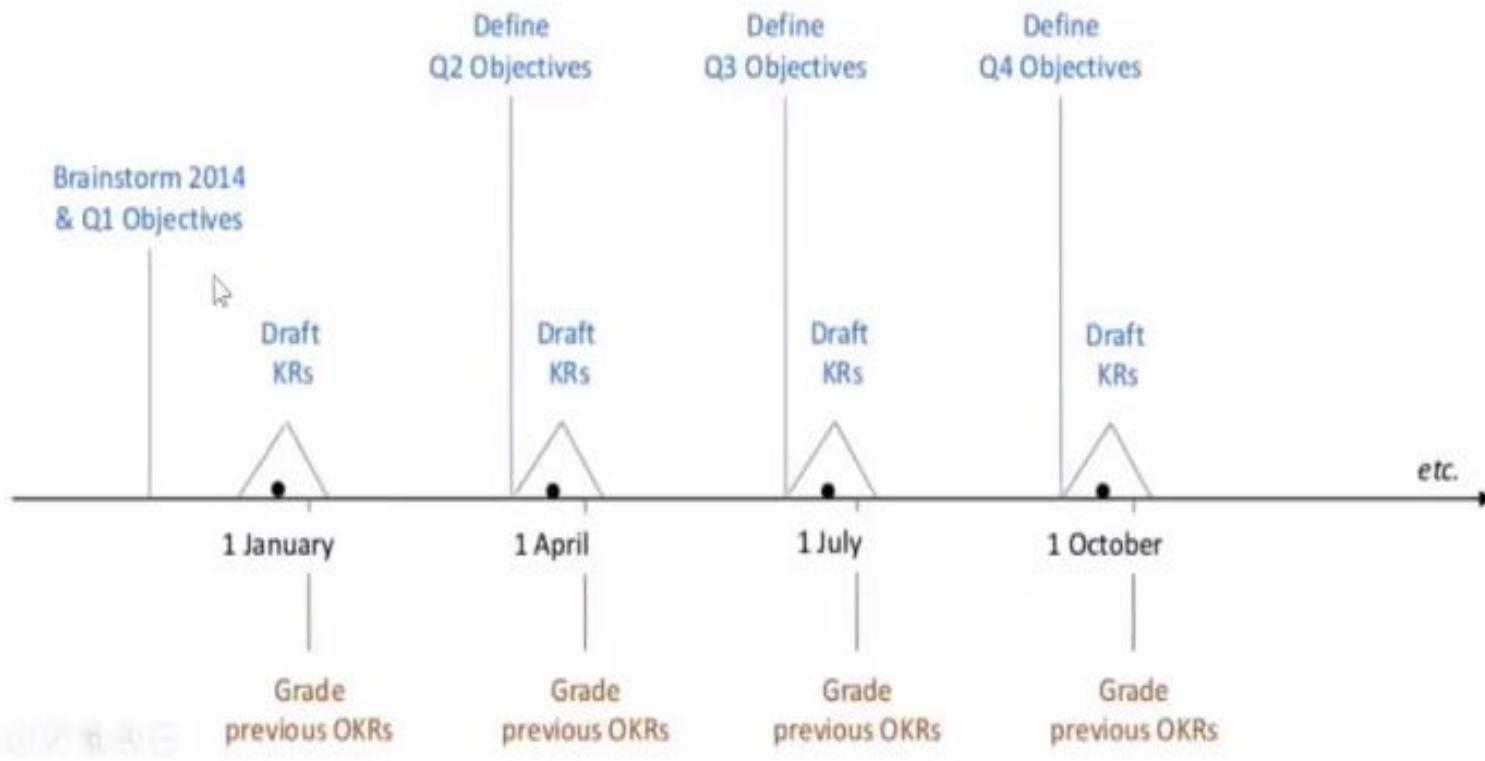
- Research and experience prove that people who set challenging targets achieve more.

- **A Key Result must be defined**

- You need to create a learning process.



# Annual time line



# **PERFORMANCE MANAGEMENT**

a set of processes that aligns an organization's performance with its strategic goals.

# Performance Management



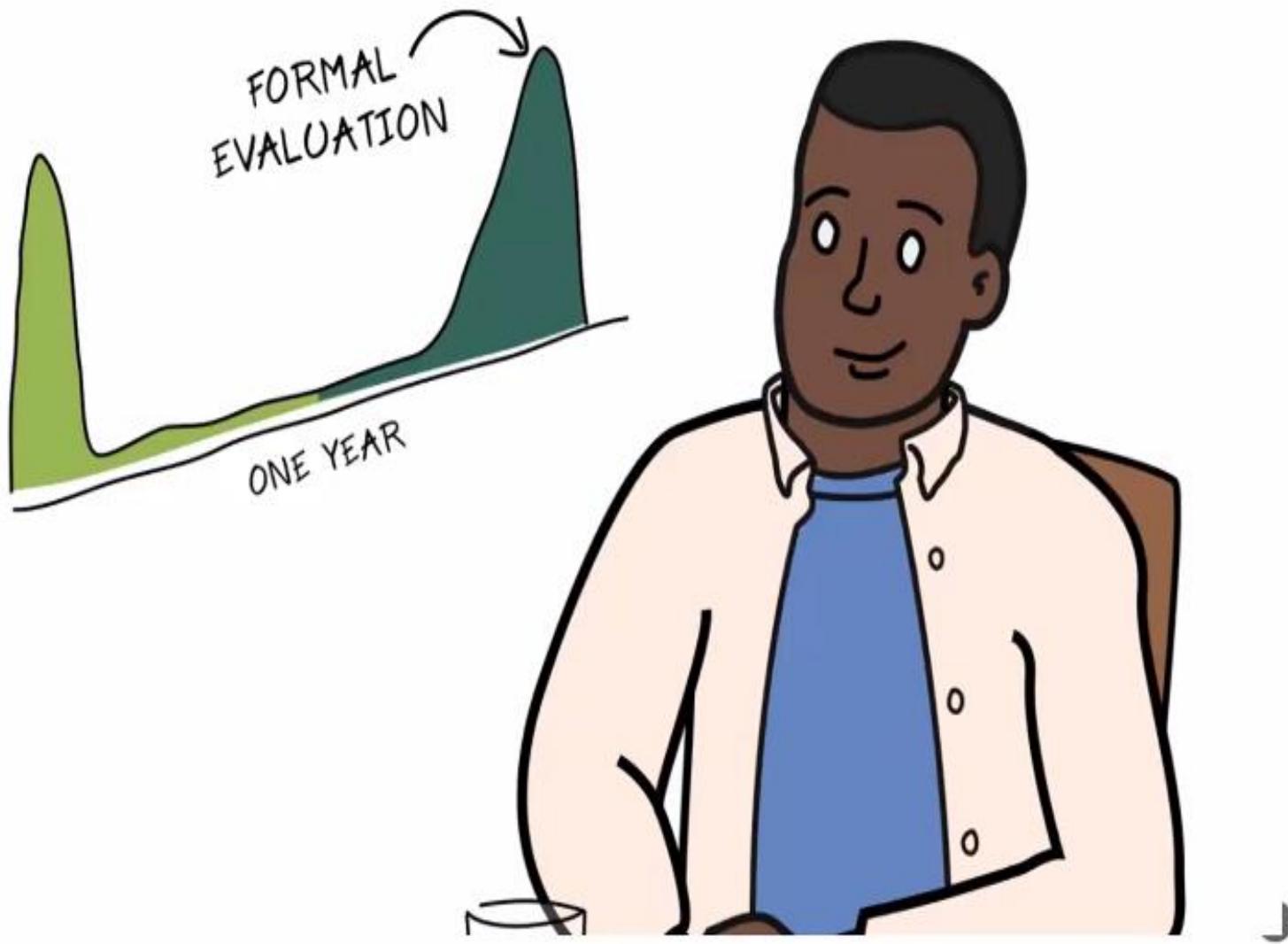
HR

All Leaders

[https://www.youtube.com/watch?v=T\\_u98YdISPw](https://www.youtube.com/watch?v=T_u98YdISPw)



[https://www.youtube.com/watch?v=T\\_u98YdISPw](https://www.youtube.com/watch?v=T_u98YdISPw)





## CHALLENGES

Cancelled Projects  
New Projects  
Changed Priorities

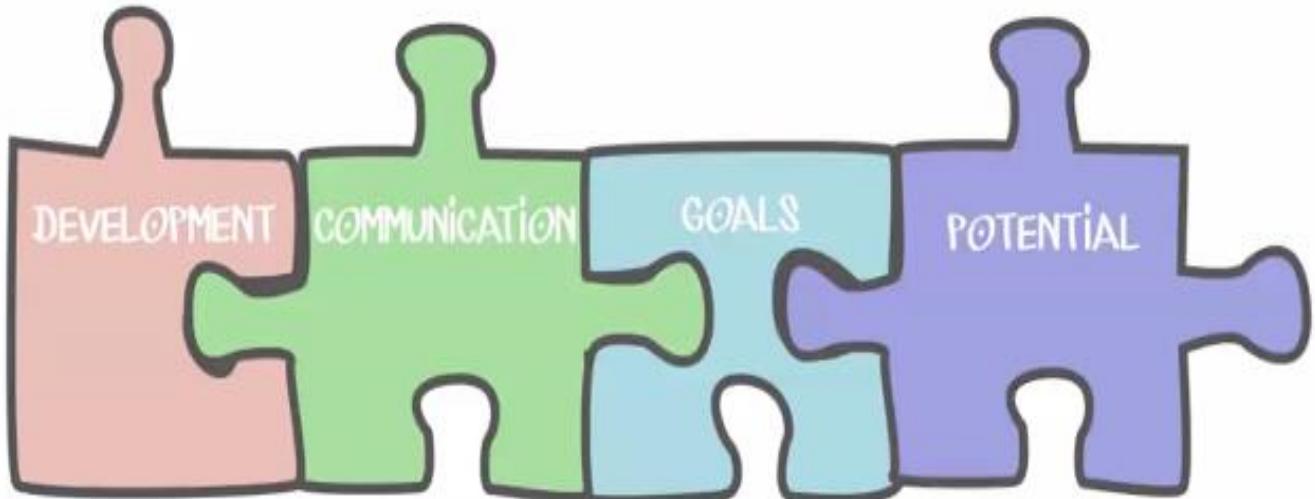


[https://www.youtube.com/watch?v=T\\_u98YdISPw](https://www.youtube.com/watch?v=T_u98YdISPw)

## TRADITIONAL PERFORMANCE MANAGEMENT

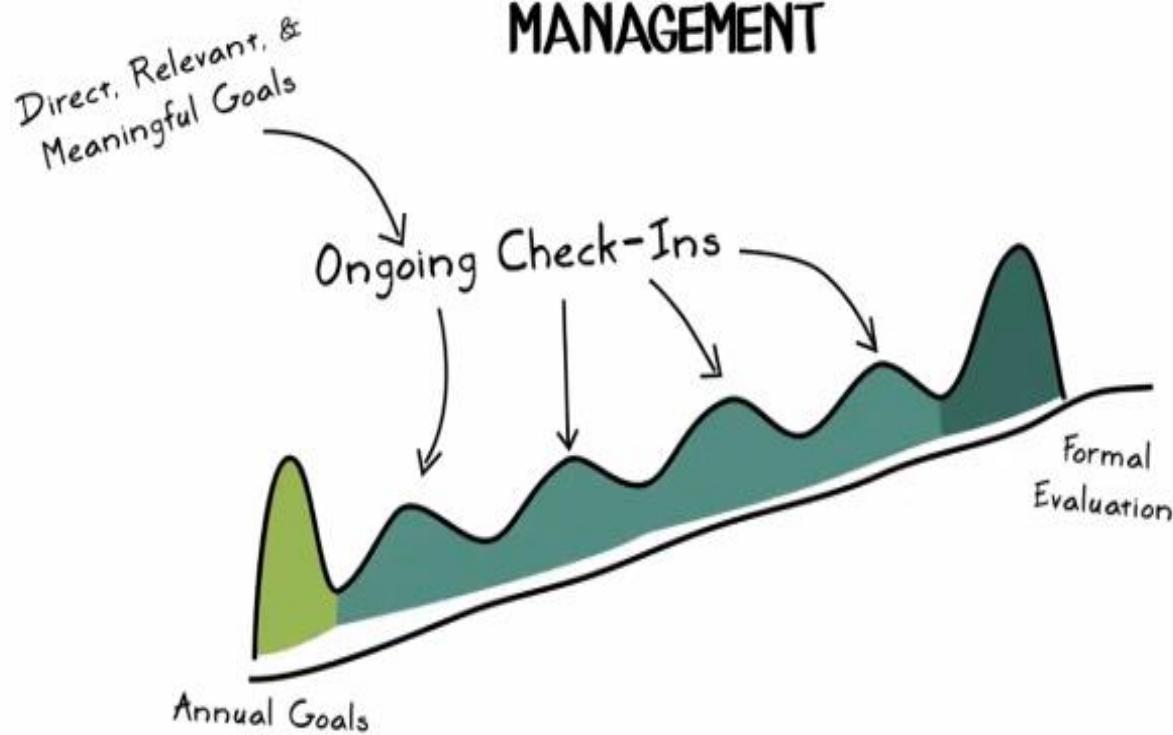


[https://www.youtube.com/watch?v=T\\_u98YdISPw](https://www.youtube.com/watch?v=T_u98YdISPw)



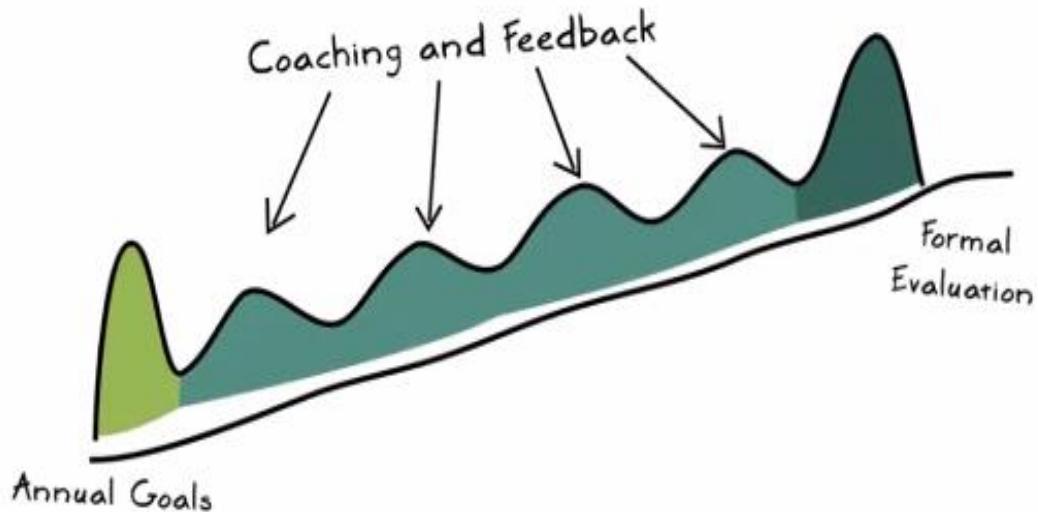
[https://www.youtube.com/watch?v=T\\_u98YdISPw](https://www.youtube.com/watch?v=T_u98YdISPw)

## EFFECTIVE PERFORMANCE MANAGEMENT

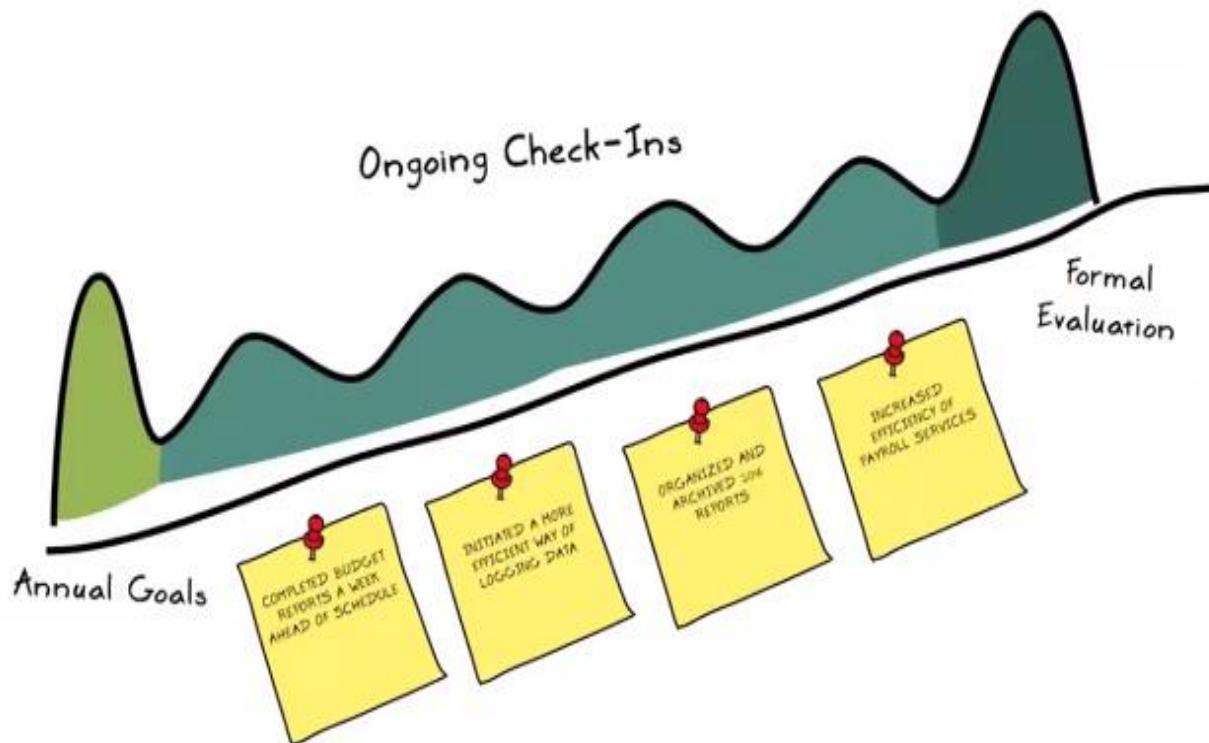


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## EFFECTIVE PERFORMANCE MANAGEMENT



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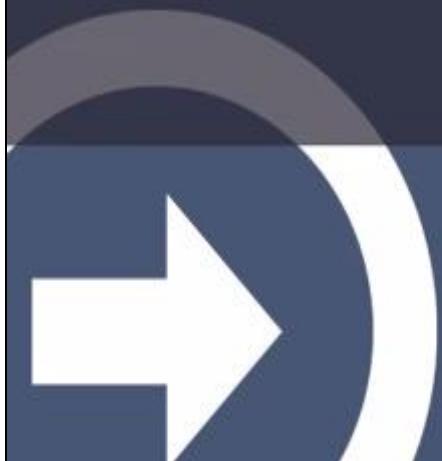
[https://www.youtube.com/watch?v=T\\_u98YdISPw](https://www.youtube.com/watch?v=T_u98YdISPw)



## REGULAR CHECK-INS

- ✓ Know Where They Stand
- ✓ Provide Clarity
- ✓ Help Course-Correct and Adjust

# Common Pitfalls in Performance Management



## 1. Direct Superiors = Performance Managers

- HR's must implement a more effective Performance Management framework
- The huge chunk lies in the PEOPLE MANAGING skills of All Leaders



## 2. Managing ≠ Evaluating and Rewarding.

- Traditional PM Models tend to disregard the day-to-day ‘managing of performance’.
- Many companies tend to think a once or twice-a-year activity does the trick.



### 3. Your Performance Review Tool is flawed.

- Copy-Paste or Borrowed
- Not anchored on the company goals / objectives
- **Metrics and Competencies** are not properly defined



#### 4. Leaders don't see the value.

- Short-sightedness: they don't see the big picture
- No Buy-In: they don't really think PM is effective or has value
- They're just too busy to care.



## 5. Leaders are not aligned.

- Have your Leaders undergone proper/adequate training and calibration on your PM Program?
- Do your Leaders know the process, methods and tools?



## 6. Leaders can have biases.



- Personal
- Recency
- Contrast
- Strictness or Leniency

## 1. Rater Bias



Scores end up being more of a reflection of the manager conducting the review, rather than the employee being reviewed.

## 2. Primacy Bias



First impression lasts syndrome.

Rating is heavily influenced by what you've heard/learned about the person.

### 3. Leniency or Strictness Bias



Evaluator's standards are too loose/lax – or low or the opposite (too high, too strict).

## 4. Halo or Horns Effect



Evaluator rates an employee favorably based on one thing they do right, or do wrong.

## 5. Recency Bias



This is where you focus on what an employee has done recently, rather than looking at how they have worked during the entire performance cycle.

## 6. Affinity Bias



It occurs when we favor someone because we share similar affinities. E.g., men might rate men higher than women, or vice versa.

## 7. Other Key Issues

- 
- Goal-Setting is not properly done or integrated
  - Developmental Component is not done right (haphazard, 'just to comply')

## Sample Performance Evaluation Framework

1		
2		
3		
4		

- Employee and Basic Details
- Objective Component
  - Metrics
  - Remarks
- Subjective Component
  - Competencies
  - Remarks
- Next Cycle Goals and Targets
- Development Plan
- Remarks



#### E. Competencies

- While it is best to primarily focus on tangible results (Metrics, KPIs) in Performance Appraisals, HRs must make sure that the more subjective and behavioral aspects of performance are also factored in.

Metrics	Competencies
<ul style="list-style-type: none"><li>• Objective</li><li>• No hard rule but around 60 to 75% of the appraisal</li></ul>	<ul style="list-style-type: none"><li>• Subjective</li><li>• Can be 25 to 40% of the appraisal</li></ul>

# What is a Competency



Cambridge Dictionary

**An important skill that is needed to do a job**

<https://dictionary.cambridge.org/us/dictionary/english/competency>

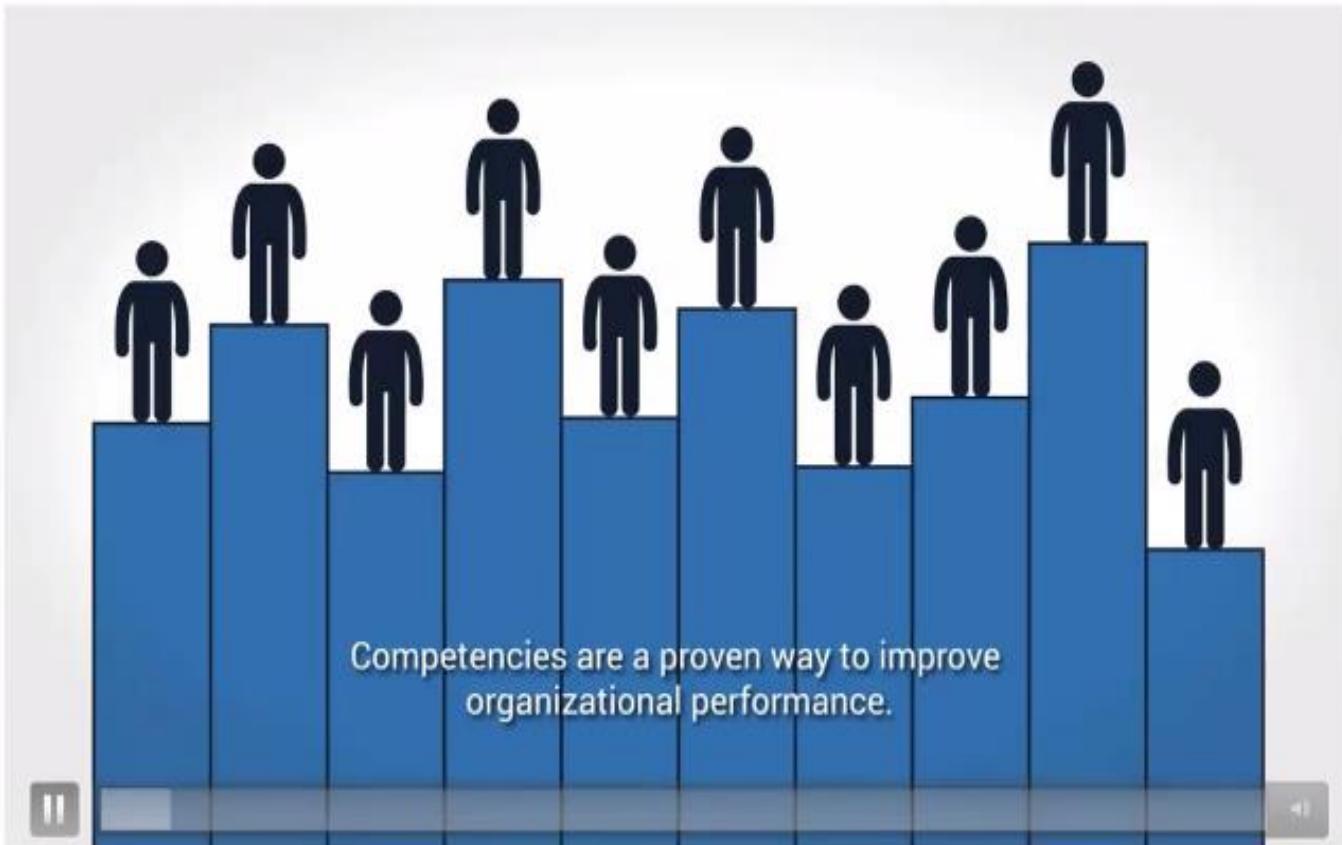
SHRM – Society for Human Resource Management

**A cluster of knowledge, skills, abilities and other characteristics (KSAOs) needed for effective job performance.**

The SHRM Competency Model

[https://www.shrm.org/learningandcareer/competency-model/publishingimages/pages/default/shrm%20competency%20model\\_detailed%20report\\_final\\_secured.pdf](https://www.shrm.org/learningandcareer/competency-model/publishingimages/pages/default/shrm%20competency%20model_detailed%20report_final_secured.pdf)

# A Competency-Based HRM



<https://www.youtube.com/watch?v=LPww5MmtmOs>

# A Competency-Based HRM



<https://www.youtube.com/watch?v=LPww5MmtmOs>

# A Competency-Based HRM

## TALENT MANAGEMENT

Project Assistant	Project Manager
ACHIEVEMENT ORIENTATION, Level 1	ACHIEVEMENT ORIENTATION, Level 3
ADAPTABILITY, Level 2	ADAPTABILITY, Level 4
CLIENT FOCUS, Level 1	CLIENT FOCUS, Level 4
QUALITY FOCUS, Level 2	PROJECT RISK MANAGEMENT, Level 3
TEAMWORK, Level 2	RESOURCE MANAGEMENT, Level 3



<https://www.youtube.com/watch?v=LPww5MmtmOs>

# A Competency-Based HRM

## TALENT MANAGEMENT

	Project Assistant	Project Manager
Core competencies	ACHIEVEMENT ORIENTATION, Level 1 ADAPTABILITY, Level 2 CLIENT FOCUS, Level 1	ACHIEVEMENT ORIENTATION, Level 3 ADAPTABILITY, Level 4 CLIENT FOCUS, Level 4
Position specific competencies	QUALITY FOCUS, Level 2 TEAMWORK, Level 2	PROJECT RISK MANAGEMENT, Level 3 RESOURCE MANAGEMENT, Level 3

<https://www.youtube.com/watch?v=LPww5MmtmOs>

# A Competency-Based HRM



<https://www.youtube.com/watch?v=LPww5MmtmOs>

# A Competency-Based HRM



<https://www.youtube.com/watch?v=LPww5MmtmOs>

# A Competency-Based HRM

Inspire individuals and  
organizations to  
achieve more.

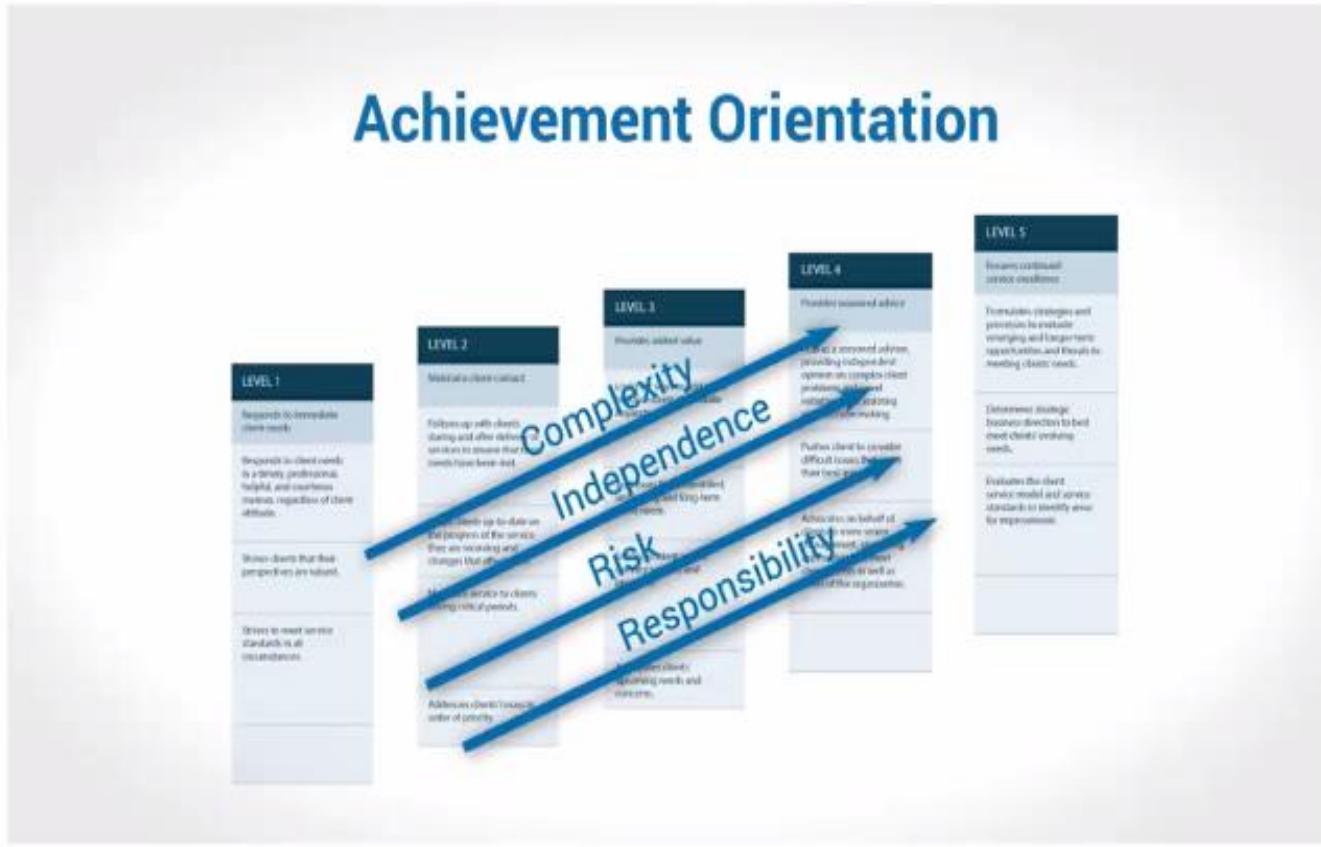
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Inspire individuals and  
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# A Competency-Based HRM



<https://www.youtube.com/watch?v=LPww5MmtmOs>

# How to fix the problem

## PM FRAMEWORK

1. Planning

Strategic Plan

Operational Plan

Individual Plan

4. Monitor

Regular:  
RT, M, Q, A

2. Measure

Metrics

Competencies

5. Feedback

Training Leaders

Regular:  
RT, M, Q, A

3. Tools

Review Form

Scorecard

6. Empower

Learning Needs

Rewards