

# **MODULE 7**

## **Strategic Leadership**

# **DIMENSIONS of LEADERSHIP**



## **Leading with Impact**

**Consultare Inc.**

By Red Grimares

**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; IR((Increase Revenue)) --&gt; IP((Increase Profitability)); IP --&gt; DC((Decrease Operating Costs)); IP --&gt; ICO((Improve Clarity of Offering)); IP --&gt; IMP((Improve Market Perception)); IP --&gt; IEUE((Improve End User Experience)); ICO --&gt; IOS((Improve Offering Selection)); IMP --&gt; IIS((Improve Integrated Service)); IEUE --&gt; IEUE; IOS --&gt; IKS((Improve Knowledge and Skills)); IIS --&gt; ITN((Improve Telecoms Network)); IEUE --&gt; IT((Improve Technology));</pre>	<ul style="list-style-type: none"><li>• Net Profit</li><li>• Operating Costs</li><li>• Revenue in target markets</li></ul>	<ul style="list-style-type: none"><li>• ↑ 5% per year</li><li>• ↓ 3% per year</li><li>• ↑ 12% per year</li></ul>	<ul style="list-style-type: none"><li>• Implement new financial accounting system</li><li>• Simplify billing operations</li></ul>
Customer		<ul style="list-style-type: none"><li>• % Market Share Index</li><li>• % Customer Satisfaction Index</li></ul>	<ul style="list-style-type: none"><li>• ↑ 3% per year</li><li>• ↑ 5% increase in index next period then stabilize</li></ul>	<ul style="list-style-type: none"><li>• Competitive end user requirements market studies for new UK regions</li><li>• 'Improve the Offering' two year programme</li></ul>
Internal Processes		<ul style="list-style-type: none"><li>• New products as % of sales</li><li>• Brand awareness score</li><li>• End User experience score</li></ul>	<ul style="list-style-type: none"><li>• 12% this year</li><li>• ↑ 5% per year</li><li>• &gt; 90% every reporting period</li></ul>	<ul style="list-style-type: none"><li>• Create improved offering selection process</li><li>• Hook into 'Improve the Offering' programme</li><li>• Training programme for new offerings and user interface</li></ul>
Organizational Capacity			<ul style="list-style-type: none"><li>• Employee development plans</li><li>• Technology training index</li><li>• Network Efficiency Index</li></ul>	<ul style="list-style-type: none"><li>• 95% in place</li><li>• 90% efficient</li><li>• 99.99% Uptime</li></ul>

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



# The BSC: An Overview

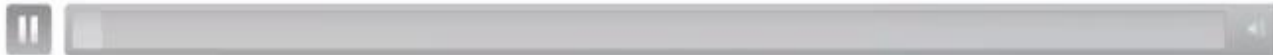


ANOTHER  
HELPFUL

INTRAFOCUS

GUIDE

[https://www.youtube.com/watch?v=M\\_1lOlywryw](https://www.youtube.com/watch?v=M_1lOlywryw)



# The BSC: An Overview



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TALKS

Sign in



# The BSC: An Overview



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# The BSC: An Overview

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# The BSC: An Overview



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SEE



# The BSC: An Overview



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TALKS

Sign in



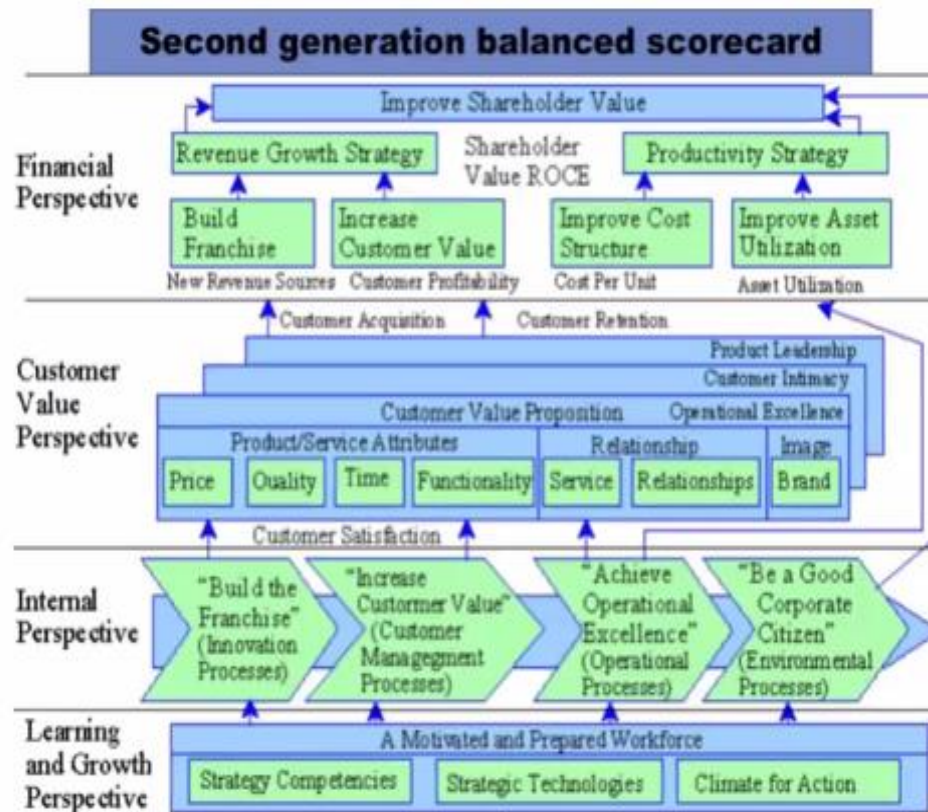
# The BSC: An Overview

**1<sup>st</sup> Gen**

## Balanced Scorecard



# The BSC: An Overview







## Government One-Page Balanced Strategic Plan

<b>Vision:</b>	Be a world-class model for a successful urban community			
<b>Mission:</b>	Provide effective and fiscally responsible services in a manner that promotes high standards for community life			
<b>Strategic Themes:</b>	<i>Government Reform</i>	<i>Nurturing Children and Families</i>	<i>Public Safety</i>	<i>Economic Abundance</i>
<b>Strategic Results:</b>	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"> <li>• Livability satisfaction score</li> <li>• Program satisfaction score</li> <li>• Per capita service utilization</li> <li>• Business permits and licenses</li> <li>• Per capita income</li> <li>• Tourism revenue</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;90% this year</li> <li>• &gt;85% this year</li> <li>• 65% this year</li> <li>• +1.5% each quarter</li> <li>• +1% this year</li> <li>• +14% this year</li> </ul>	<ul style="list-style-type: none"> <li>• Green Space program</li> <li>• New business startup program</li> <li>• Community engagement committee</li> <li>• Partnering program</li> </ul>
Financial Stewardship		<ul style="list-style-type: none"> <li>• Controllable expenses</li> <li>• Asset value</li> <li>• Strategic projects completed on time and budget</li> </ul>	<ul style="list-style-type: none"> <li>• -11% this year</li> <li>• +14% this year</li> <li>• 95% this year</li> </ul>	<ul style="list-style-type: none"> <li>• Simplify tax payments</li> <li>• Asset resale program</li> <li>• Energy savings program</li> </ul>
Internal Process		<ul style="list-style-type: none"> <li>• Index of program results</li> <li>• Shared systems</li> <li>• Response time changes</li> <li>• Audit score of communication effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• 85% this year</li> <li>• 35% this period; 56% this year</li> <li>• +15% this period</li> <li>• &gt;90% this period</li> </ul>	<ul style="list-style-type: none"> <li>• Partner recruitment program</li> <li>• City marketing program</li> <li>• Satisfaction surveys</li> </ul>
Organizational Capacity		<ul style="list-style-type: none"> <li>• Recruitment effectiveness</li> <li>• Retention effectiveness</li> <li>• Training effectiveness</li> <li>• Change in employee use of appropriate technology</li> </ul>	<ul style="list-style-type: none"> <li>• &gt;80% this period</li> <li>• &gt;92% this year</li> <li>• &gt;93% this period</li> <li>• +14%</li> </ul>	<ul style="list-style-type: none"> <li>• Customer service training</li> <li>• Individual development plans</li> <li>• Program evaluation process</li> </ul>
<b>Core Values:</b>		<ul style="list-style-type: none"> <li>• Integrity-Based Leadership</li> <li>• Ethics</li> <li>• Accountability</li> <li>• Commitment to Excellence</li> <li>• Citizen-Centered</li> <li>• Mutual Respect</li> </ul>		

# 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?

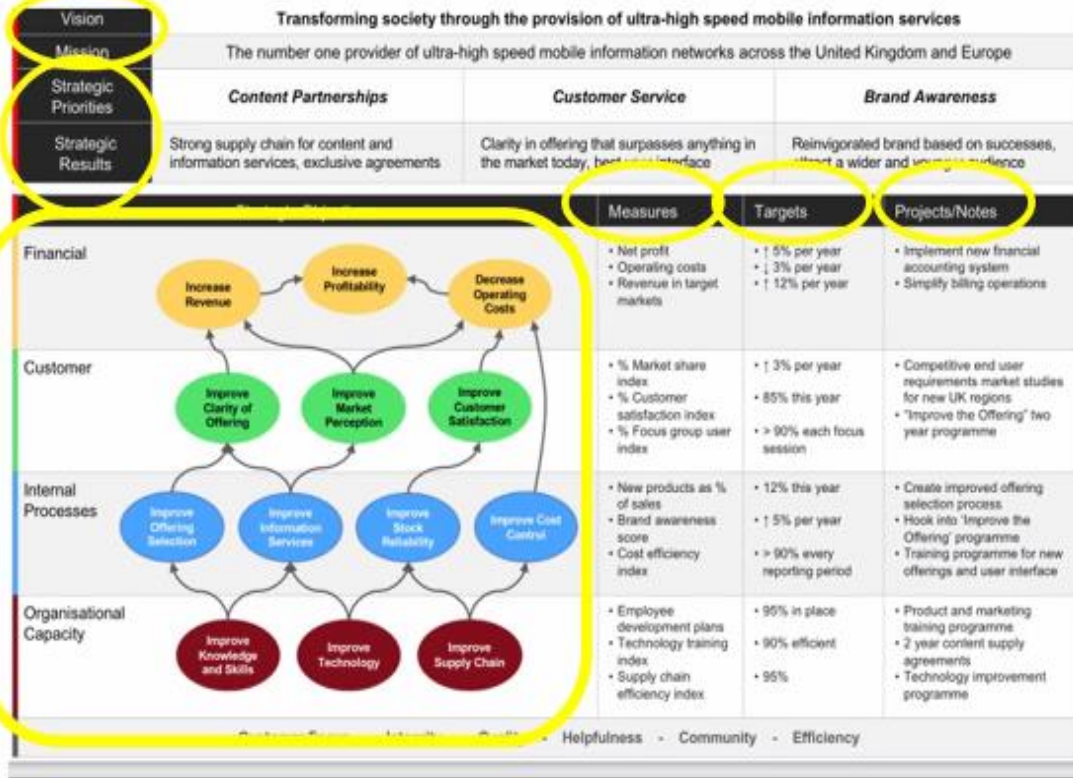
### Internal Process:

- “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

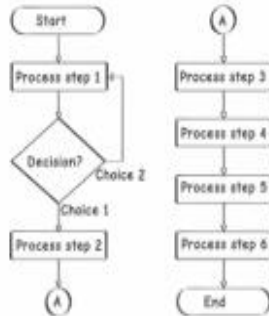
# The BSC: An Overview



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

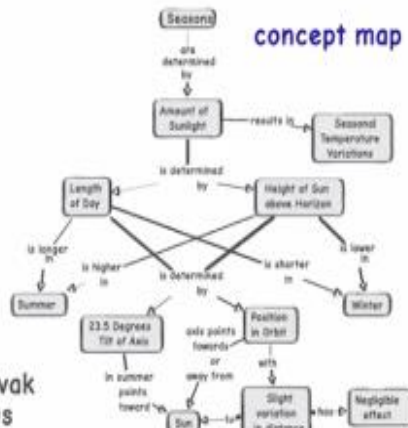
## DATA VISUALISATION TOOLS

flow chart



Frank Gilbreth  
1920s

concept map



Joseph Novak  
early 1970s

mind map



David Norton and  
Robert Kaplan, 2000

Tony Buzan  
mid 1970s

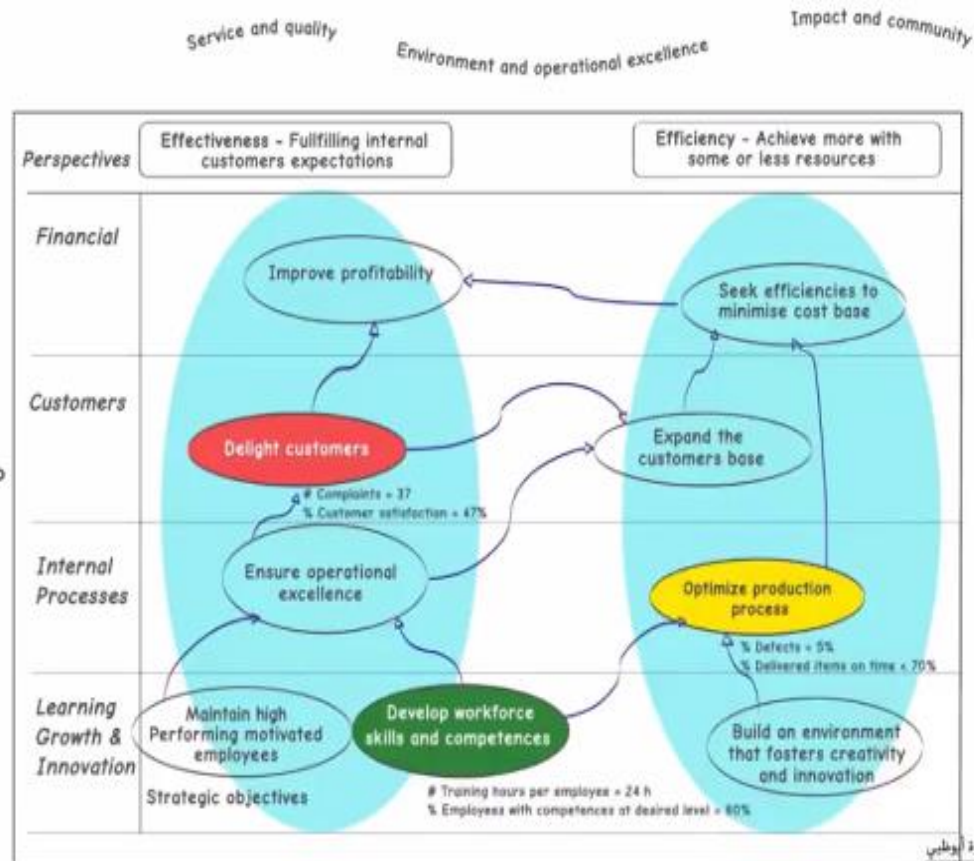


مستودع معاشات ومكافآت التقاعد لإمارة أبوظبي  
Abu Dhabi Retirement Pensions & Benefits Fund

- Concepts
- Hierarchical clusters
- Connected through links



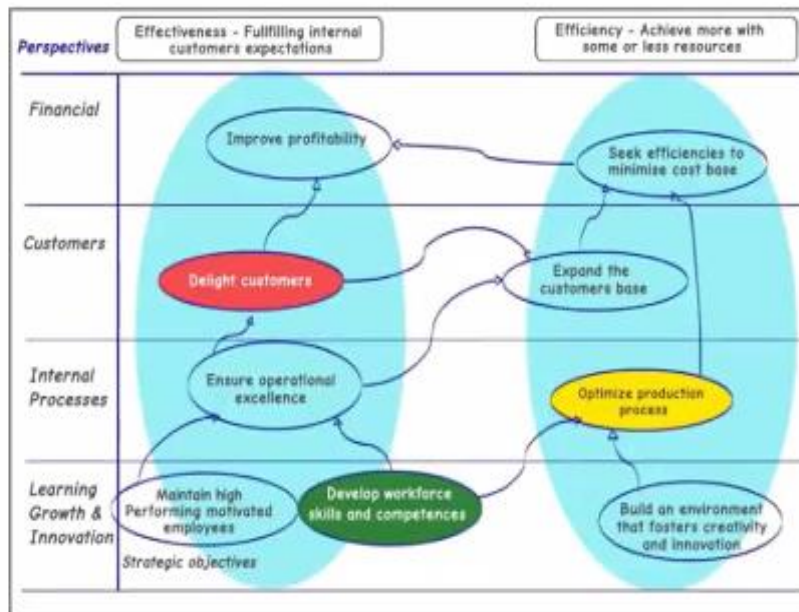
STRATEGY MAP



<https://www.youtube.com/watch?v=9PHeKMjPRIU>

## Strategy Mapping

### 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