

# **MODULE 7**

# **Strategic Leadership**

## **(Part 1)**

# DIMENSIONS of LEADERSHIP



## Leading with Impact

Consultare Inc.

By Red Grimates

I  
Leading the  
**SELF**

II  
Leading  
**OTHERS**

III  
Leading the  
**BUSINESS**

IV  
**MANAGEMENT**  
**BASICS**

V  
Leading for  
**CHANGE**

VI  
**STRATEGY**  
in Business





**GREAT LEADERS  
ARE  
SELFLESS**

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



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

**LEADERSHIP  
IS WANTING  
WHAT IS BEST  
FOR OTHERS**



# SUSTAINING

#3

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

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	<b>Business growth</b>		<b>Customer Intimacy</b>	<b>Operational Effectiveness</b>
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				
Financial	<pre>     graph LR       A([Increase Revenue]) --&gt; B([Increase Profitability])       B --&gt; C([Decrease Operating Costs])       C --&gt; A   </pre>	Measures	Targets	Initiatives
Customer	<pre>     graph TD       A([Improve Clarity of Offering]) --&gt; B([Improve Market Perception])       B --&gt; C([Improve End User Experience])       C --&gt; A   </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>
Internal Processes	<pre>     graph TD       A([Improve Offering Selection]) --&gt; B([Improve Integrated Service])       B --&gt; C([Improve Ease of Use for End Users])       C --&gt; A   </pre>	<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>
Organizational Capacity	<pre>     graph TD       A([Improve Knowledge and Skills]) --&gt; B([Improve Telecoms Network])       B --&gt; C([Improve Technology])       C --&gt; A   </pre>	<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>
Customer Focus - Integrity - Quality - Helpful - Community - Efficient				

# The BSC: An Overview



ANOTHER  
HELPFUL

# INTRAFOCUS

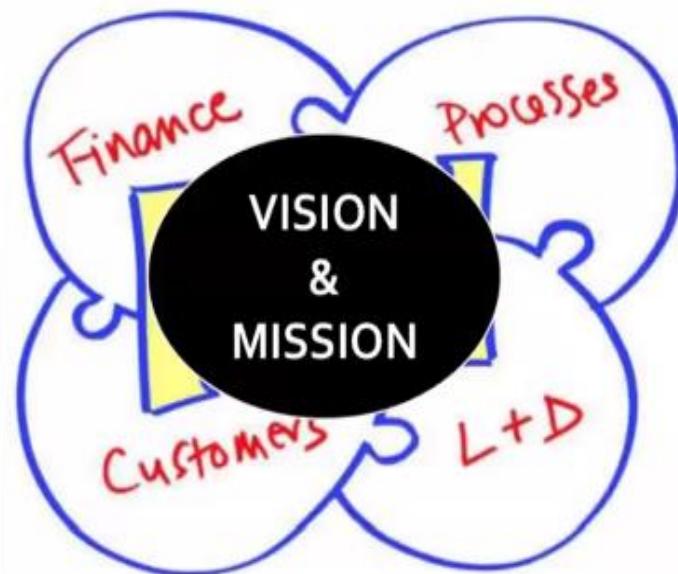
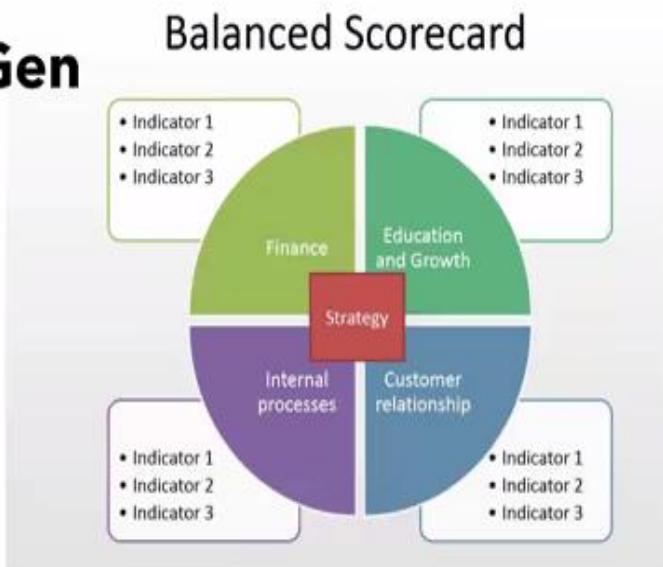
GUIDE

[https://www.youtube.com/watch?v=M\\_lI0lywryw](https://www.youtube.com/watch?v=M_lI0lywryw)

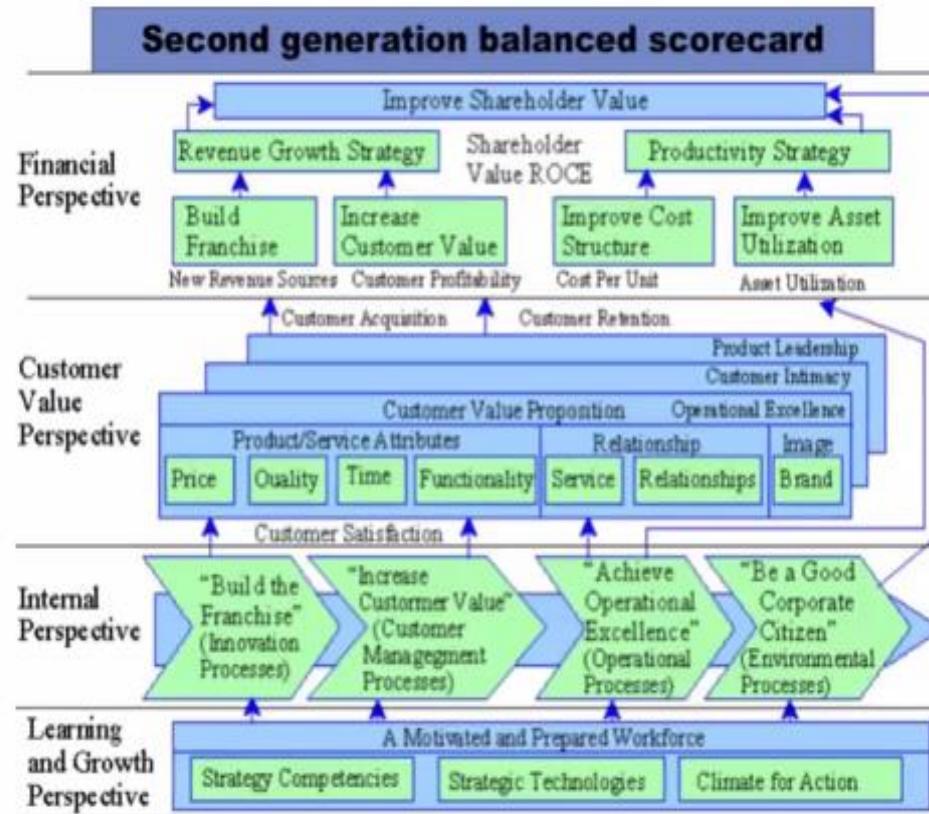
# The BSC: An Overview



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



# The BSC: An Overview

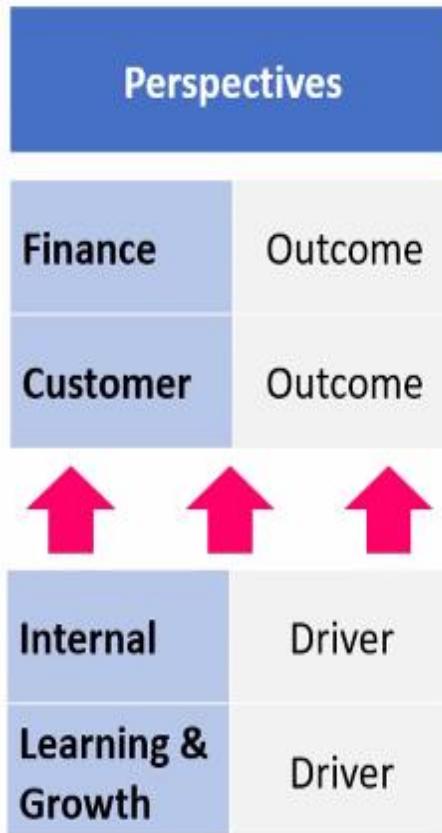




## Government One-Page Balanced Strategic Plan

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:	Government Reform	Nurturing Children and Families	Public Safety	Economic Abundance	
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.	Creates 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.	
<b>Strategic Objectives and Strategy Map</b>					
Constituent / Stakeholder	Improve Program Outcomes	Increase Quality of Life	Improve Awareness and Accessibility	<b>Measures</b> • Livability satisfaction score • Program satisfaction score • Per capita service utilization • Business permits and licenses • Per capita income • Tourism revenue	
Financial Stewardship	Reduce Waste	Improve Land and Asset Management	<b>Targets</b> • >90% this year • >85% this year • 65% this year • 1.5% each quarter • >1% this year • >1% this year	• Partner recruitment program • New business startup program • Community engagement committee • Partnering program	
Internal Process	Improve Delivery of Services	Improve Efficiency and Effectiveness	Improve City Promotion / Marketing	<b>Initiatives</b> • Simplify tax payments • Asset resale program • Energy savings program	
Organizational Capacity	Increase Staff Quality	Improve Utilization of Technology	<b>Measures</b> • Index of program results • Shared systems • Response time changes • Audit score of communication effectiveness	<b>Targets</b> • 85% this year • 35% this period; 55% this year • >1% this period • >90% this period	<b>Initiatives</b> • Partner recruitment program • City marketing program • Satisfaction surveys
Core Values:	<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



## 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?

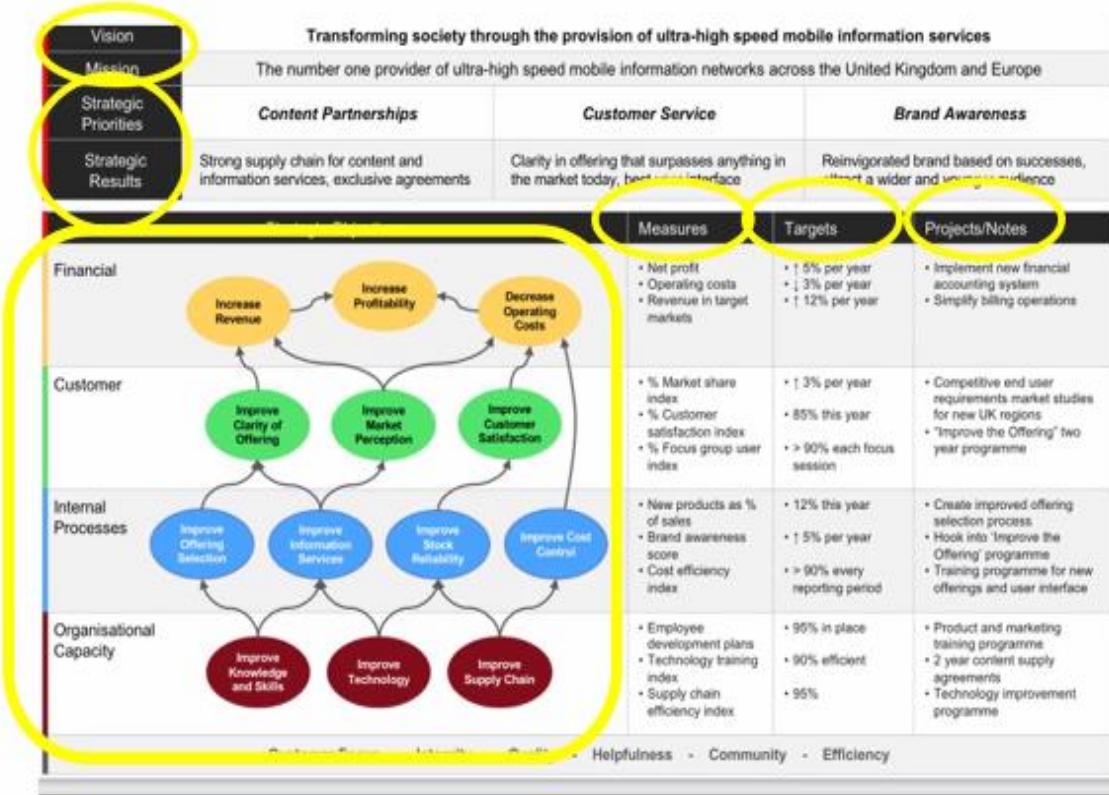
## Internal Process:

- "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

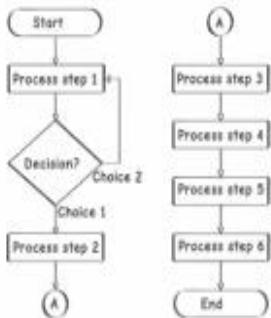
# The BSC: An Overview



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

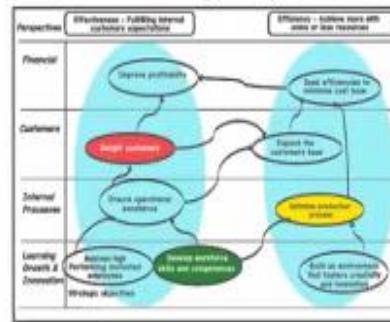
## DATA VISUALISATION TOOLS

flow chart



- Concepts
- Hierarchical clusters
- Connected through links

strategy map



Frank Gilbreth  
1920s

concept map



Joseph Novak  
early 1970s

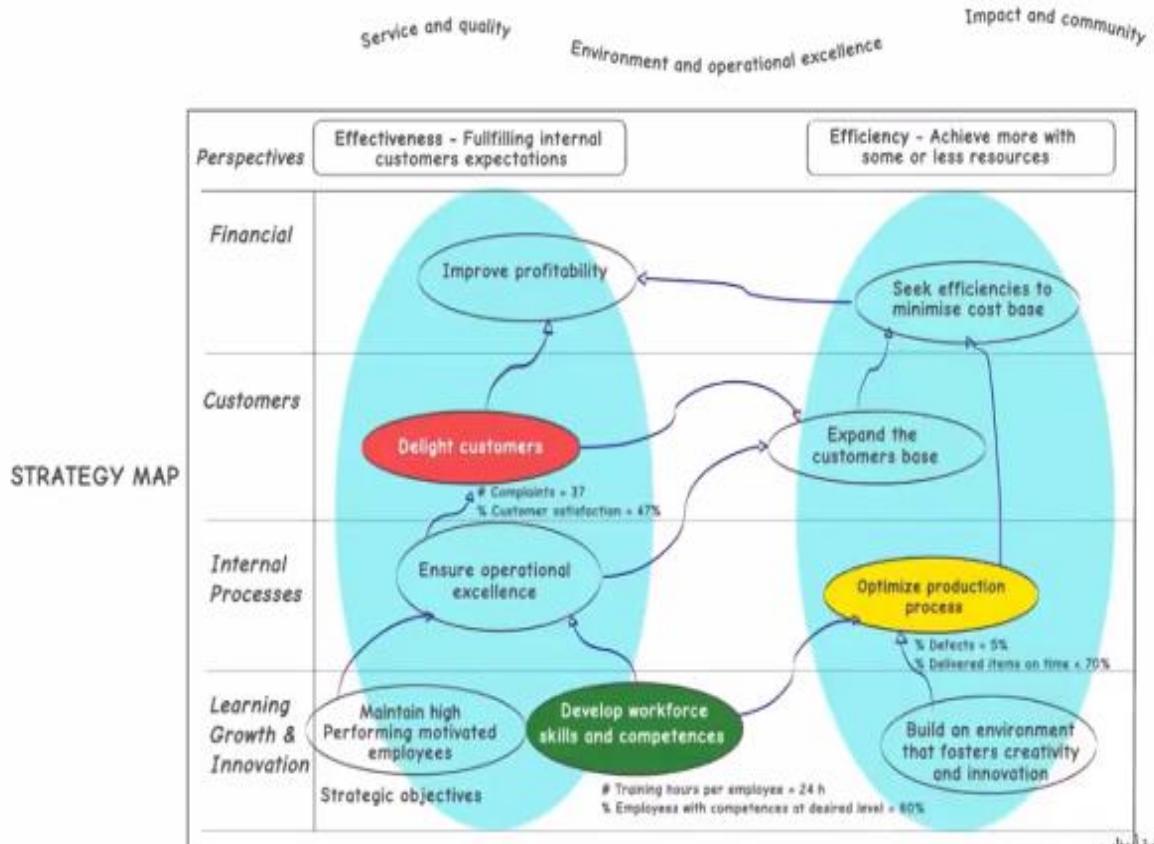
mind map



David Norton and  
Robert Kaplan, 2000

Tony Buzan  
mid 1970s

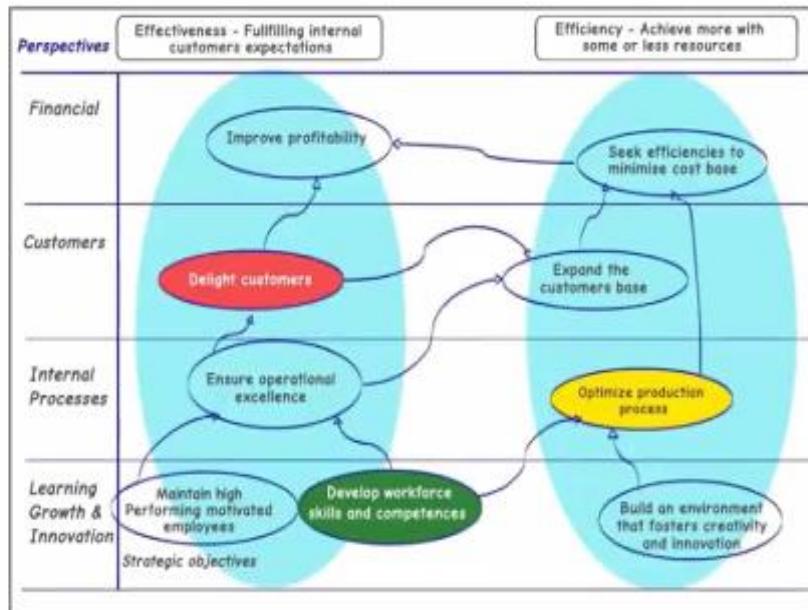




<https://www.youtube.com/watch?v=9PHeKMjPRIU>

Strategy Mapping

### STRATEGY MAP



### Strategy Communication



logical flow of an entity's strategy:  
through objectives,  
linked by cause and effect  
and clustered in a matrix  
formed of perspectives

جامعة أبوظبي  
Abu Dhabi University

البنك العربي للتنمية  
Arab Development Bank

# 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   E: ECONOMIC   S: SOCIO-CULTURAL   T: TECHNOLOGICAL

Elections, Government Policies, etc.	Stability, Disposable Income, Inflation, Foreign Exchange, etc.	Age Ranges, Population, Social Classes, Education levels, etc.	Advancements - Artificial Intelligence, Internet Connectivity/Access, etc.
--------------------------------------	-----------------------------------------------------------------	----------------------------------------------------------------	----------------------------------------------------------------------------

**OTHERS:**

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

### SWOT Model

Internal

Positive	
STRENGTHS	WEAKNESSES
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