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## Week 1:

What is the difference between “Strategic Leadership” and “Strategic Management”? Using an actual organization in which you now work – or have worked previously – give several examples as to how the processes differ.

Prior to discussing strategic leadership and strategic management, I would say that it is relevant to discuss the differences between a leader and a manager. Are you leading people or overseeing the work done? Do you motivate greater aspirations in individuals? According to Nayer (2013), “influence and inspiration separate leaders from managers, not power and control. Under that premise, one could surmise that a leader is an advocate for transformation while a manager is accepting of the prevailing situation.

With that said, strategic leadership demands that a leader conceive aspirations for an organization through a compelling vision and mission to elevate their organization (Bass, 2007). However, strategic management is the process used by a leader to implement the strategy to achieve greatness. Occasionally strategic leadership and strategic management are utilized interchangeably; nevertheless, I see them as different.

Having spent the last 19 years of my life in the Army, it is my sole reference source. An Army leader operates within the three levels of war; tactical, operational, and strategic there three corresponding levels of leadership direct, organizational, and strategic. Currently, I operate at the strategic level requiring the development of strategic plans, allocating resources, along with articulating and focusing on the long-range vision spanning from 5 to 20 years or longer, which encompasses both strategic leadership and management elements. I can honestly say that I have seen many leaders have a considerably tough time transitioning into strategic leadership and planning because they cannot grasp the larger picture.

### References:

Bass, B. M. (2007). Executive and strategic leadership. *International Journal of Business*, 12(1), 33-52. Retrieved from ProQuest on October 26, 2013.

Nayer, V. (2 August 2013). Managers and Leaders. *Harvard Business Review*. Retrieved from <https://hbr.org/2013/08/tests-of-a-leadership-transiti>

## Megan Mccarthy

Tori,

Your post really resonated with me. Especially the portion "According to Nayer (2013), “influence and inspiration separate leaders from managers, not power and control. How many times have you worked for someone that may have been exceptional in their field

but just a terrible leader. They were a manager and great at their job but could not lead. I think it is a great distinction to make because not everyone can lead. What do you think?

Also, what do you think regarding someone who is a great leader in their own right but has a team of people who are not great followers. What is the best course of action in that case? How does a great leader transform bad followers?

Nayer, V. (2 August 2013). Managers and Leaders. *Harvard Business Review*. Retrieved from <https://hbr.org/2013/08/tests-of-a-leadership-transiti>

Megan,

There have been numerous occasions where I've dealt with that person you've described being in a position of power and found it difficult to produce under that tutelage. People tend to stagnate under personnel like this, as they are inadequately equipped to garner the most productivity from their subordinates. I'm inclined to agree with your thought process, that individuals can be good at their job but inadequate at leadership. Rowe and Nejad (2009) explain that an attribute that distinguishes a leader from a manager is the ability to envision the future and create a commitment to achieve that vision.

Is it possible to be a lousy follower, or is that a reflection of poor leadership? Are you exuding the qualities and values that make others want to follow or emulate you? When discussing others' direction, one must consider the leader's ability "to achieve extraordinary levels of follower motivation, admiration, trust commitment, loyalty, and performance" (Crossan, Vera, & Nanja, 2008).

References:

Crossan, M., Vera, D., & Nanjad, L. (2008). Transcendent leadership: Strategic leadership in dynamic environment. *Leadership Quarterly*, 19(5), 569-581. Retrieved from EBSCO.

Rowe, G., & Nejad, M. H. (2009). Strategic leadership: Short-term stability and long-term viability. *Ivey Business Journal Online*. Retrieved on April 29, 2014, from <https://iveybusinessjournal.com/topics/leadership/strategic-leadership-short-term-stability-and-long-term-viability>

## Romualdo Humarang

Hi Tori,

Thank you for sharing your thoughts and research. I think you did a great job articulating the difference between a leader and a manager, amplified by the strategic analysis.

Strategic management is an ongoing decision-making process where managers select and implement activities to pursue superior organizational performance, (Blumentritt, 2015).

Reference:

Blumentritt, T. 2015. Introduction to Strategy: Terms and Contexts. Retrieved from:

<https://www.youtube.com/watch?v=DB90xGiWHIA>

Regards,

Jay

Jay,

Based on your inclusion of Blumentritt's definition of strategic management, I guess the question now becomes, are you in agreement that strategic leadership and strategic management can be utilized interchangeably as well? What I gather while reading is that strategic leadership is the wherewithal to prompt others within an organization to make decisions at their discretion that lead to long-term growth, survival, as well as the short-term financial health of that system (Rowe & Nejad, 2009). On the other hand, Blumentritt expressed strategic management as a process where the manager chooses and implements clear actions pursuant to organizational success (2015).

I see a distinct demarcation line because the leader empowers others to achieve positive results while managers dictate the means to get there.

References:

Blumentritt, T. 2015. Introduction to Strategy: Terms and Contexts. Retrieved from:

<https://www.youtube.com/watch?v=DB90xGiWHIA>

Rowe, G., & Nejad, M. H. (2009). Strategic leadership: Short-term stability and long-term viability. *Ivey Business Journal Online*. Retrieved on April 29, 2014, from

<https://iveybusinessjournal.com/topics/leadership/strategic-leadership-short-term-stability-and-long-term-viability>

## The Strategic Compass - Week 1

Rene Hunt posted Oct 21, 2020 7:24 PM

Strategic leadership takes place when leaders have a vision and wants others to acquire the same vision. It is a strategy that leaders use when dealing with employees or subordinates. Strategic leadership is needed when changes are necessary in a workplace. According to Roebuck, strategic leaders establish organizational structure, allocate resources and inform employees of the strategic vision. The goal is to make employees adopt their ideas. Also, strategic leaders use the rewards system to encourage productivity. Majority of the time, it increases employee production. I have recently retired from the Air Force, and strategic leadership was taught to me once I became a non-commissioned officer. There were times in my career when my leadership made changes within our squadron. It was my responsibility to introduce the change to my

subordinates, educate them on the importance and explain how their efforts are vital to the mission. Nonetheless, there were times when I used strategic leadership while teaming with a peer that held the same rank. In the military, there are times when rank is not the only aspect of being a leader it can be the position that a person holds. When teams were formed, I introduced the vision and explained the responsibilities for all. Usually it caused us to work 12-hour shifts and I would compensate them for the time and efforts.

Strategic management is when managers plan, monitor, analyze and assess organizational goals and objectives. Organizations make many changes and the way to ensure that the new processes are successful is to assess their strategies. Managers that constantly monitor their processes, responsibilities and safety measures will continue to be successful. “Strategic management is needed to ensure that organizations are aware and understand their mission, its vision and future” (Hussey, 2018, p. 601). For example, when I was in the military, we had a master training plan. The training plan was a timeline for training new Airmen. It guided us on what processes to teach within two years. Each month I monitored the training program to ensure that everyone was grasping to the knowledge that is needed in his or her workplace. I would schedule appointment with the troops and ask random question to certify them on tasks. Also, strategic management was used when I was preparing for inspections. I would analyze reports and ensure all metrics were in good standing 6 months prior to the inspection dates. This strategy helped me win several managerial awards for strategically managing our workplace processes.

Hussey, D. (2018). Strategic management to strategic change? *Strategic Management*, 599-

602. <https://doi.org/10.1016/b978-0-7506-3849-4.50034-3>

Roebuck, C. (2015). Strategic leadership: A key to organisational success. *Strategic Leadership*

*Development*, 1-18. [https://doi.org/10.1007/978-1-137-41501-1\\_1](https://doi.org/10.1007/978-1-137-41501-1_1)

## Week 1 The Strategic Compass

Roberto Gomez posted Oct 21, 2020 5:50 PM

**What is the difference between “Strategic Leadership” and “Strategic Management”? Using an actual organization in which you now work – or have worked previously – give several examples as to how the processes differ.**

“Strategic Leadership” and “Strategic Management” are organizational structures that organizations use to realize their goals and visions. Each of these structures has a unique function in the organization and serve as building blocks for the organization. Strategic leadership is the process used by leadership to develop and implement goals and vision for the organization as a whole (Bass, 2007,p.35). The vision depicts the potential growth for the organization while the goals are broad elements that support the vision.

Strategic management is responsible for supporting the vision by identifying and planning the subtasks that support the organizational

strategic goals. For example, in my organization, a strategic goal set by the leadership is 33% small business utilization for the fiscal year. To meet that goal, the strategic management of each department must first determine what is their appropriate share of that 33% and what actions they must take to meet that goal. In the services department that might translate into a certain number of internal and external contracts must be awarded to small businesses. In the marketing department, it could mean a certain percentage of leads must be from small businesses. The departments will determine what internal actions they will take to support the external organizational goal.

“Strategic Leadership” and “Strategic Management” are also reciprocal of each other. Shortcomings in strategic management may indicate that the organizational goals set by the strategic leadership are not realistic or achievable. In contrast, clear goals set by the strategic leadership that are not being met may point to a capability gap in strategic management. Both of these situations can generate assessment and evaluation of processes that can be beneficial to Strategic Leadership, Strategic Management, and the organization as a whole.

#### Reference

Bass, B. M. (2007). Executive and strategic leadership. *International Journal of Business*, 12(1), 33-52. Retrieved from ProQuest on October 26, 2013.

## Module 1 week 1 Strategic leadership vs Strategic Management El K. Sar

El Sar posted Oct 20, 2020 2:34 PM

What is the difference between “Strategic Leadership” and “Strategic Management”?

Leadership (head) provides purpose, vision, missions, goals, objectives, direction, authority, and motivation while managers (body) develop policies, systems, procedures, and standard operating procedures to achieve the overall missions, goals, objectives, authority, direction, and motivation through effective communications and organizational cultures. The difference between strategic leadership and strategic management is that strategic leadership (head) provides long-terms or that envision a future (Rowe and Nejad, 2009) and international/national) major goals, missions, objectives, and relationship while strategic management (body) support strategic leadership through strategic analytical planning, working group, focuses, develops processes, procedures, implementation, and enforcement of the strategic leadership’s goal and objectives. In an analogy, it is like that of Winn's head, heart and body theory (Winn, 2013). It goes from top (leader) to middle (Managers), and then to bottom (Subordinates).

In other words, the CEO of the major Corporation like Apple, Google, Facebook and Witter envisions (big picture) a plan, objectives, mission, goals, and vision, then the CFO and Division

Manager or Regional Directors establish policy and procedures to ensure that these objectives are carryout with externally and internally consideration. According to McKeown, “Leaders see the big picture, how things are connected to the future, and how to get out of the box. Managers concentrate on the here and now” (McKeown, 2012). Strategic leadership deals with international, nations, countries, political, laws, treaties, tariff, taxes, and other critical perspective, while strategic management deals with the establishment, policies, enforcement, execution, and workload of these futuristic vision in short-terms accomplishment in both regarding to external and internal factors.

Using an actual organization in which you now work – or have worked previously – gives several examples of how the processes differ.

In my organization, as in the United States Army Africa (USARAF), we carry out the United States Africa Command (US AFRICOM), who set strategic purpose, vision, goals, mission, objectives, priorities, engagement, and institutional building at international levels with our African partner at the strategic levels in coordination with all 54 African leaderships and U.S. ambassadors. For me personally, I carryout these missions and objectives by traveling to Malawi, Botswana, Ghana, Ethiopia, Kenya, and Liberia in executing these strategies as mandated by AFRICOM Commanding General (Strategic leadership) and through USARAF Command General's (Strategic Management) strategic operations. I and my teams, we (subordinates) managed conducted military to military engagement in professionalizing and empowering the African NCO roles and responsibility and building infrastructure and institutional knowledge at the lowest level in coordination with the U.S. embassy and our African counterpart. This is how I can explain what Strategic Leadership and Strategic Management.

#### References

McKeown, M. (2012). *Strategic thinking: The difference between a leader and a manager*. [Books24x7 version] Available from <http://library.books24x7.com.ezproxy.trident.edu:2048/toc.aspx?bookid=49479>

Rowe, G., & Nejad, M. H. (2009). Strategic leadership: Short-term stability and long-term viability. *Ivey Business Journal Online*. Retrieved on April 29, 2014, from <http://www.iveybusinessjournal.com/topics/leadership/strategic-leadership-short-term-stability-and-long-term-viability>

Winn, B. (2013). Learning to lead with cultural intelligence (CQ): When do global leaders learn best? *People & Strategy*, 36(3), 10–13.

El Sar,

I can relate to your post all too well; I am currently working at US Army Pacific (USARPAC), similar concepts, just different partner nations. I don't know if I would agree that the US Army Africa commander's role is one of strategic management but likely a combination of both. Of course, the geographical combatant commander (GCC)

has a joint vision for the theater. In contrast, your commander has an Army vision that incorporates the theater picture but one for Army specific entities that are still in keeping with the GCC's. Taking that perspective, strategic leadership would come from the Commander in Chief. All other entities are simply strategic managers as they are executing the objectives outlined in the National Defense and National Military Strategies.

Strategic management analyzes the competition and environment then sets and defines goals, along with staging resources to overcome all potential and existing competitors, in both predictable and unforeseeable contingencies (Raga, 2019).

#### References:

Raga, J. (2019). Strategic Management for Hospitality & Tourism Sector. Society Publishing. Retrieved from EBSCO