

BEMM114DA Assignment 2 Guide

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Themes and concepts covered in the Module



Values-based Leadership	Ethical Leadership	Strategic Leadership	Inclusive Leadership	Leading Self & Sensemaking	
Crisis Management	Risk and Governance	The Accidental Leader	Organisational Culture	Networks	
Social Identity	Resilience in Leadership	Leadership Politics & Power	Leading with Kindness	Collaboration & Partnership	
Emotional & Social Intelligence	Coaching & Mentoring	High Performance Teams	Systems Leadership	Personal Development Planning	... and others...

What is assignment 2?

Assignment 2 (60%)

Organisational Leadership Strategy

“A leadership strategy supports the effective implementation of an organization’s business strategy.” (Pasmore, 2014, p. 25)

- PowerPoint (or similar) presentation with voice-over narration.
- The presentation should be no more than 10 slides and around 20 minutes narration. The usual +/- 10% rule applies.





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Assignment 2 in focus:

- Critically evaluate strategic thinking within your organisation by doing so against current theory research from the module.
- Use evidence from the case study and management expertise in the module to support the argumentation.
- The strategic leadership strategy needs to be aligned with your organisation's strategy.
- An organisation's strategy is the central theme of its business plan and its long-term goals.
- Strategic leadership is the process of developing and implementing the organization's strategy.
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Organisational Strategy – useful questions to consider

- What are the strategic objectives?
- What are the key drivers? Why?
- What are the key success factors? Why?
- What are the key risks? Why?
- What are the key opportunities? Why?
- What are the key challenges? Why?
- What are the key threats? Why?
- What are the key strengths? Why?
- What are the key weaknesses? Why?
- What are the key opportunities arising from the environment? Why?
- What are the key threats arising from the environment? Why?

Click to add notes

Notes section: for the Markers

- What has informed your thinking in this slide (including what sources/references), why...
- What you wouldn't necessarily explain to your audience (no need to repeat information already in the slide or narrative) – but some whys are important to the audience too!
- Useful background/context, if needed. Acronyms...
- Use this section only if/when relevant. Not for “waffle”... (overall notes cannot exceed 1000 words)

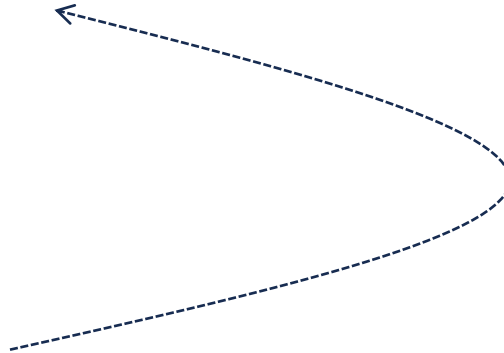
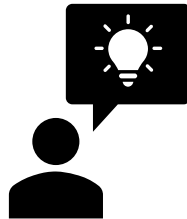
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- Useful background/context, if needed. Acronyms...
- Use this section only if/when relevant. Not for “waffle”... (overall notes cannot exceed 1000 words)

Scenario and mindset

- Format of a **formal presentation** as you would give in a work context
(but no actual requirement to present it internally – that is optional)



*You are presenting to your
senior(s)...*
*But think as a strategic
leader yourself!*



Assignment 2 in focus:



- **Critically evaluate** strategic leadership **within your organisation** by doing an **appraisal** based on key elements from the module.
- Use **selected theories and methods** of leadership and management explored in the module, to support the organisation's future direction.
- The strategic leadership strategy needs to be **aligned with your organisation's strategy**.
 - An organisational strategy in this context is an expression of **how an organisation needs to evolve** over time to **meet its objectives** along with a detailed assessment of **what needs to be done**.
- Provide **recommendations** to the organisation on **how leadership can be developed or improved** to support the effective implementation of the organisation's strategy.

Organisational Strategy...

Useful questions to consider



- What is your organisation trying to do? What are its strategic objectives/mission?
- What are the key drivers behind it? What needs to be done?
- What are its key success factors, or key value propositions?
- What capabilities are absolutely vital?
- What are the leadership strategy implications arising from the answers to those questions?

The essence of Assignment 2

- There is a natural relationship between successfully pursuing a strategy and **the leadership required to implement and execute any necessary changes** within the organisation.
- You should **justify** your suggestions, **make sound arguments** for the recommendations you present and indicate (briefly) how they might be achieved.
- The suggestion/s you make must be **feasible, practical and supported** by theory and analysis.



WHITE PAPER

Developing a Leadership Strategy
A Critical Ingredient for Organizational Success

By: William Pasmore



Great starting point!
(Find it in your readings of week 5)

“Every leader is aware of the value of a well-defined business strategy.

Few, however, give thought to the leadership that will be required to implement strategies that call for changes in the direction or capabilities of the organization.

Without proper leadership, even the best and boldest strategies die on the vine, their potential never realized.”

(Pasmore, 2014, p.1)



“As Peter Drucker famously quipped,
“Hope is not a strategy.”

Many failures at strategic change could
be avoided by recognizing the mismatch
between existing leadership capabilities
and those required to implement new
strategies.”

(Pasmore, 2010, p.24)

Areas of attention:

- A **leadership strategy** considers (amongst others):
 - how many leaders are needed,
 - where
 - of what kind
 - with what skills
 - behaving in what fashion individually and collectively (leadership culture)



...to deliver the ambition and vision of the organization/dept/unit in the best way possible, and **achieve the total success the organisation seeks.**

Organisational level of focus

Organisation's Strategy

Dept/Unit Strategy

Dep/Unit
Strategy

Sub-Dept/Unit
Strategy

Sub-Dept/Unit
Strategy

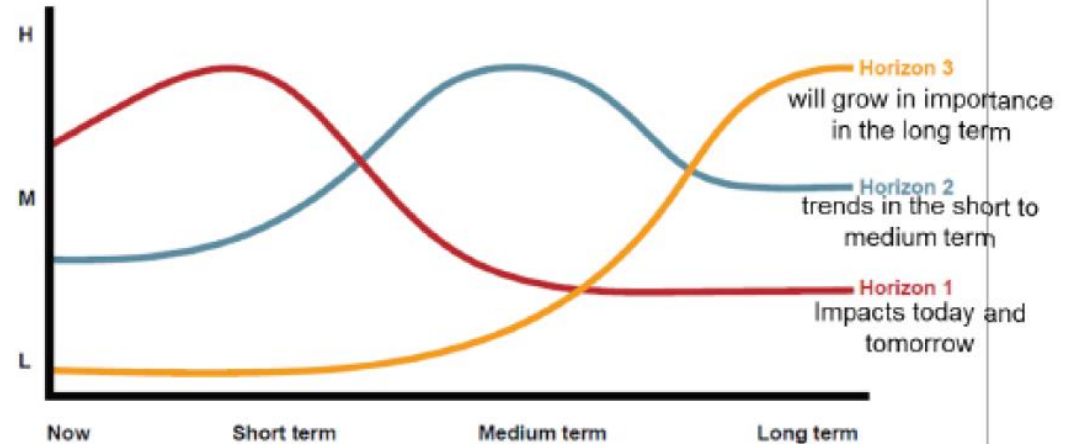
Sub-Dept/Unit
Strategy

You decide,
but bear in mind
your own level of
influence /
credibility /
insight/
knowledge of
other depts

Other tools/frameworks can also be used
(you don't have to use Pasmore's model, if you don't want to...
... but justify your choices of any frameworks you use!)



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Other tools/frameworks can also be used

SWOT Analysis

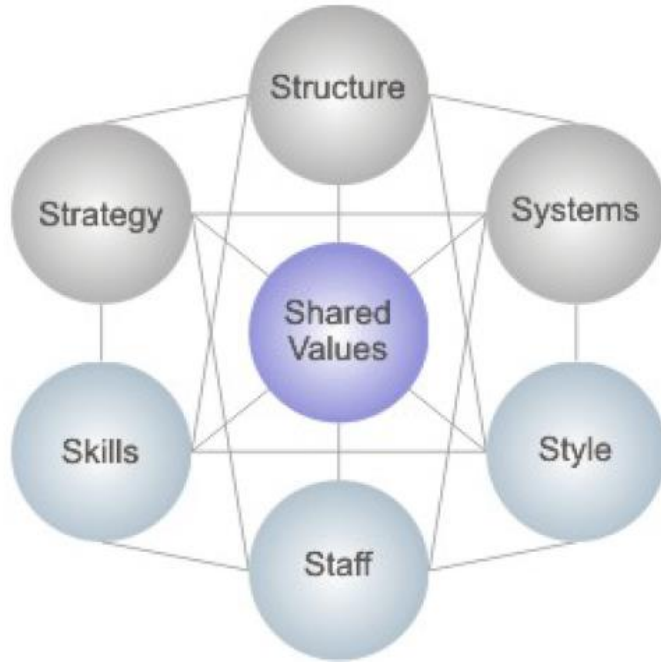


TOWS Strategic Alternatives

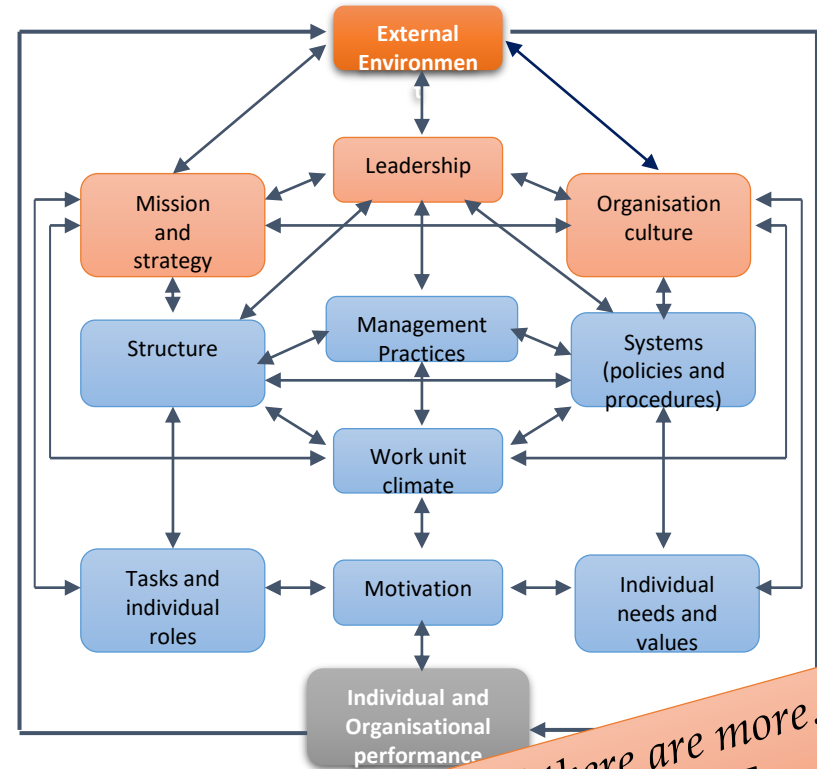
	External Opportunities (O) 1. 2. 3.	External Threats (T) 1. 2. 3.
Internal Strengths (S) 1. 2. 3.	SO 'Maxi-Maxi' Strategy Strategies that use strengths to maximise opportunities.	ST 'Maxi-Mini' Strategy Strategies that use strengths to minimise threats.
Internal Weaknesses (W) 1. 2. 3.	WO 'Mini-Maxi' Strategy Strategies that minimise weaknesses by taking advantage of opportunities.	WT 'Mini-Mini' Strategy Strategies that minimise weaknesses and avoid threats.

Other tools/frameworks can also be used

Figure 1: The McKinsey 7S Model

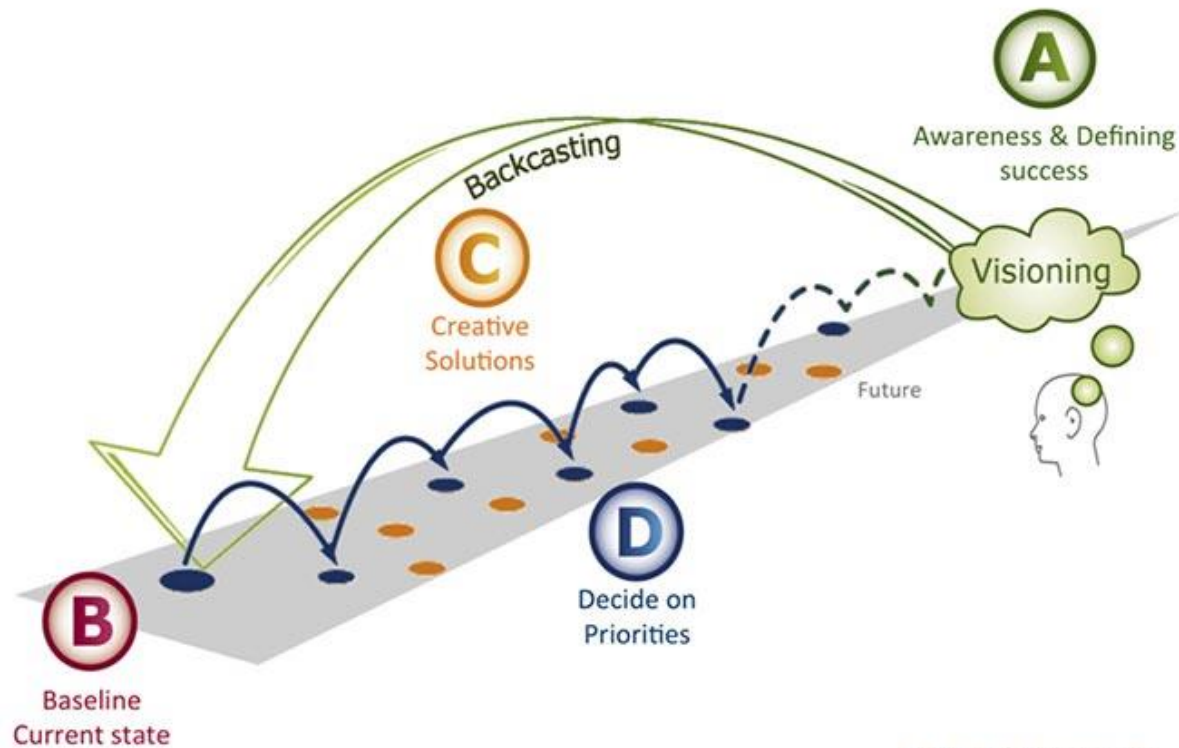


The Burke-Litwin Change Model



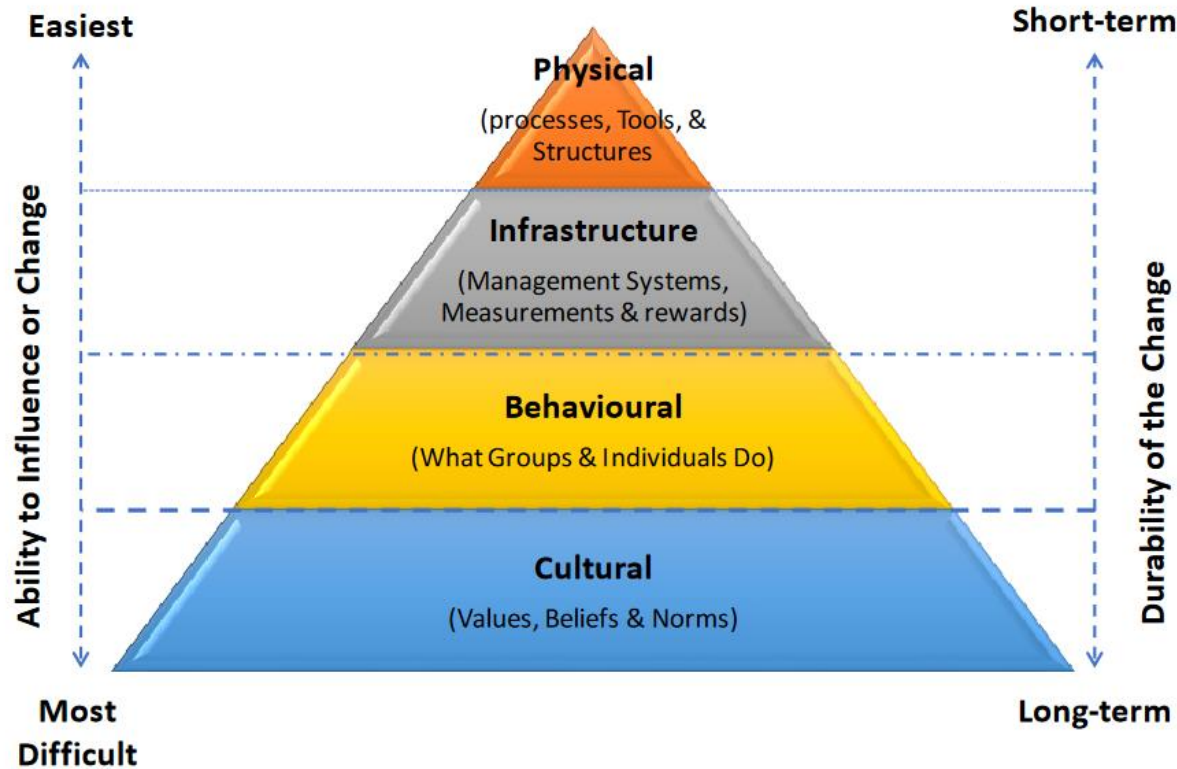
And there are more...
Check ELE.





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The Infrastructure of Every Organisation



It is a story: Bring your audience with you



What are you presenting & why does it matter to the organisation?

What should your audience expect?

Set the context & **alignment, alignment, alignment!**

Connect with them:

Pitch

Pace

Pauses - breathe

Power

What is the last impression you leave?





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Thank you.