



LEADING STRATEGICALLY – At-a-Glance

Start with the mission in mind: *a clear and succinct representation of the enterprise's purpose for existence.*

“The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.”

Vision: What does the organization want to be in the future?

Move from mission to vision by identifying and capitalizing on strategic opportunities

Strategic opportunity areas: Customer Service, Student Focused, Productivity, Efficiency, Cost Reduction, Human Resource Management, Marketing, Joint Ventures or Alliances, Fundraising, Research or Teaching Grants

Positive Organizational Scholarship (POS) focuses on the dynamics in organizations that:

- develop human strength, resiliency, healing, flourishing;
- cultivate extraordinary individual and organizational performance;
- lead to flourishing outcomes and the best of the human condition;
- foster and enable virtuous behaviors and emotions such as compassion, forgiveness, dignity, respectful encounters, optimism, integrity, and positive affect.

POS leaders set Everest Goals¹ that go beyond normal (SMART²) goal setting. These represent an ultimate achievement, an extraordinary accomplishment, or a positively deviant outcome. It requires everything one can give. Everest Goals are clear and compelling, have a unifying focal point, build team spirit, are exciting and energetic, connect people to a profound passion, take little explanation, are visionary, and leave people better for engaging in their pursuit.

Target Goals	Boeing: Bring the world into the jet age (1950s)
Common-Enemy Goals	Nike: Crush Adidas (in the 1960s)
Role Model Goals	Stanford: Become the Harvard of the West (in the 1940s)
Internal-Transformational Goals	General Electric: Be #1 or #2 in every market we serve

POS leaders create a strength-based story as the foundation for Everest Goals that answers the big question: What is the organization’s Positive Core? They answer questions such as Who are we? What makes us distinctive? What is our purpose? What basic needs are we trying to fill? What excites us most about our mission? Is our mission still valued? They use Back of the Napkin Stories³ -- simple visuals can help crystallize ideas, think outside the box, and communicate in a way that people simply "get it."

POS leaders analyze the strategic story, what external opportunities are aligned with the strategic story (competitors, suppliers, customers)? Analyze the Value Proposition -- the Resource Engine (delivering superior performance, achieving lasting endurance) and the Value Chain (Who are you creating value for? What drives the resource engine? What processes or activities will create the value?)

¹ Characteristics of Everest Goals defined in Kim Cameron and Marc Lavine, *Making the Impossible Possible: Leading Extraordinary Performance – The Rocky Flats Story* (San Francisco: Berrett-Koehler Publishers, Inc., 2006).

² SMART goals are Specific, Measurable, Aligned with Organizational Goals, Realistic, Time Bound

³ By Dan Roam, who argues that, used properly, a simple drawing on a humble napkin is more powerful than Excel or PowerPoint and that everyone is born with a talent for visual thinking, even those who swear they can't draw. Dan Roam, *The Back of the Napkin: Solving Problems and Selling Ideas with Pictures* (New York: Portfolio, 2008).

POS leaders use an appreciative-based approach to strategic planning. SOAR: highlights and leverages Strengths, Opportunities, Aspirations, Results; guides through planning in a results oriented and co-constructive manner. This is an alternative to the traditional SWOT analysis that looks at the Strengths, Weaknesses, Opportunities and Threats of an organization.

POS leaders imagine and innovate. Innovation strategies include substitute, combine, adapt, magnify or “minify,” put to other uses, eliminate, reverse, rearrange. They are knowledge brokers who take knowledge from where it is known to where it is not or combine existing technologies, services, or ideas in a new way. They create an inspiring culture that encourages people to do great things. The culture has shared values around inspiring vision, leaders, and environment and relentless innovation.

POS leaders need to anticipate crisis and turn it into opportunity

Organization crisis: any situation that threatens organizational financial well being, reputation, or survival. Crises may be sudden (a terrorist attack) or smoldering (labor disputes). Over half of crises originate with management; about a quarter from employees. There are things the organization can do to prevent or react to crises including having the right values and mindset, modeling productive behaviors, excellent communication, and efficient mobilization of resources. Crisis leadership includes:

Signal detection: making sense and assuming an optimistic and goal-focused perspective

Prevention & preparation: selling issues effectively; fostering a culture of organizational agility and creativity

Contain damages: effective strategy and decision making, compelling communication using 21st century tools, stakeholder management and reasonable risk taking

Business recovery: promoting organizational resilience through the crisis to get business back to usual

Learning & reflection: after the crisis to enhance capacity to accept, make sense of and respond to change.

Inspirational Leadership Styles from Native American Tradition⁴:

Warrior: bottom-line thinking, decisive, quick action, enjoys challenges

Healer: focuses on the present, value driven, relationships are important, integrates the input of others

Visionary: focused on the future, idea oriented, creative, sees the big picture

Teacher: information-driven; analytical, stresses procedures and guidelines, thinks about resources and plans, introspective

Inspirational Culture from Competing Values⁵

Clan – collaborate, *friendly place to work, family-like culture, collaboration; teamwork, trust, and credibility, human capital and social relationships, customer sensitive, loyalty & tradition. Leaders: mentors, facilitators*

Adhocracy – create, *clear, shared vision, symbolic leadership and activities, innovation and creativity, meaningful work, risk takers, experimentation & entrepreneurship, product or service leader. Leaders: innovators, visionaries*

Market – compete, *emphasis on winning, goal achievement, external stakeholder connections, external political strategies, bold action and pressure to succeed, incentives to perform. Leaders: competitors, producers*

Hierarchy – control, *efficiency, dependability & predictability, cost management, procedures, goal clarity, detailed planning, projects, measurement, milestones, and accountability, stability & performance. Leaders: monitors, coordinators*

Building Blocks of Strategic Leadership:

Set direction	Vision, Customer, Future
Personal branding	Habits, Integrity, Trust, Competencies, Relationships Analytical Thinking
Mobilize individual commitment	Engage Others, Share Power
Build organizational capabilities	Create Teams, Build Organizational Culture, Manage Change

⁴ Leadership Compass: Appreciating Diverse Work Style. Training Module. Princeton, NJ: The Bonner Foundation. Retrieved 8/26/09 from http://www.bonner.org/resources/modules/modules_pdf/BonCurLeadershipCompass.pdf

⁵ Kim S. Cameron, Robert E. Quinn, Jeff DeGraff, and Anjan V. Thakor, *Competing Values Leadership: Creating Value in Organizations* (Cheltenham, United Kingdom: Edward Elgar Publishing, 2006).

Measure results