



Final Session: Becoming a Strategic Leader

Leadership Academy 2017-18

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Learning Objectives

In this workshop, you will learn to

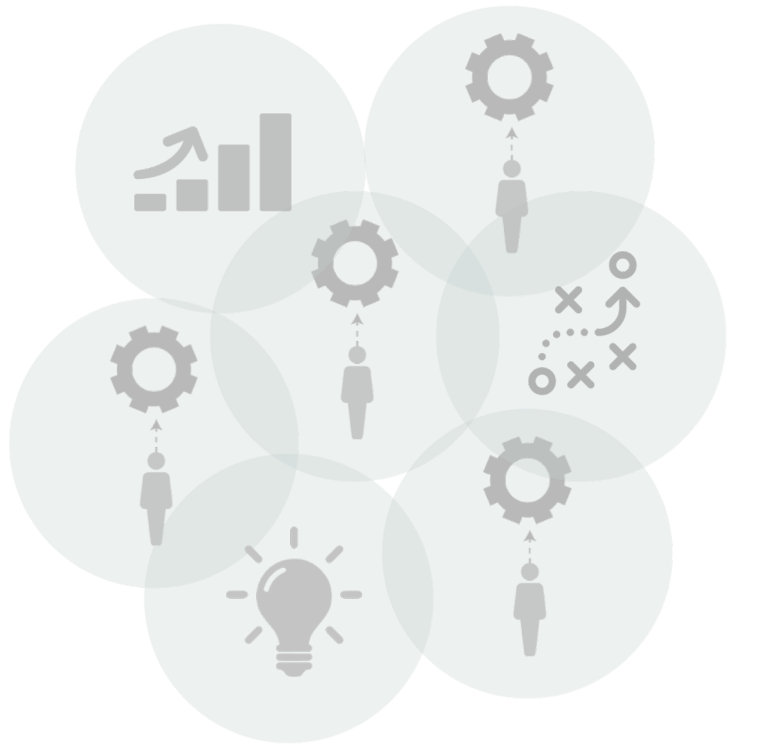
- Identify the 5 perspective shifts required to think strategically
- Apply the 5 shifts to your current role
- Plan how you can implement the shifts to increase visibility, impact and influence
- Tie together the lessons learned across the program to move forward



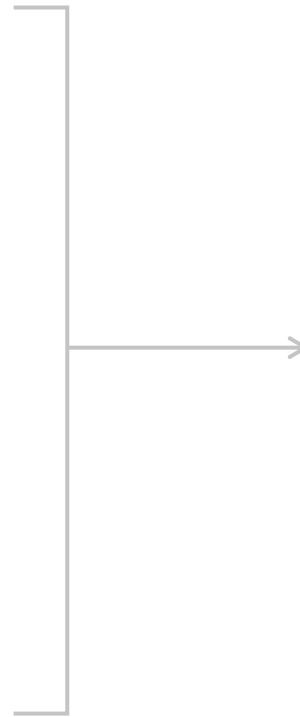
What can you do
with a water
bottle?



What is Strategic Thinking



1: Time + Creativity



Strategy



Solution



ROI

2: Feasibility and Solutions



Develop Strategic Perspectives



Unconscious Biases

Men

- Considered strategic by default
- Are focused on the macro
- Lead with more organizational approach
- Share their results



VS

Women

- Considered tactical
- Are focused on tactical, minutia
- Lead by "Gotta get things DONE"
- Keep their head down



REFRAME for Strategic Influence

DO IT ALL

- Our commitment is demonstrated by time focused on task
- Perfection matters
- Want something done? Give it to a woman

REFRAME: DO WHAT MATTERS

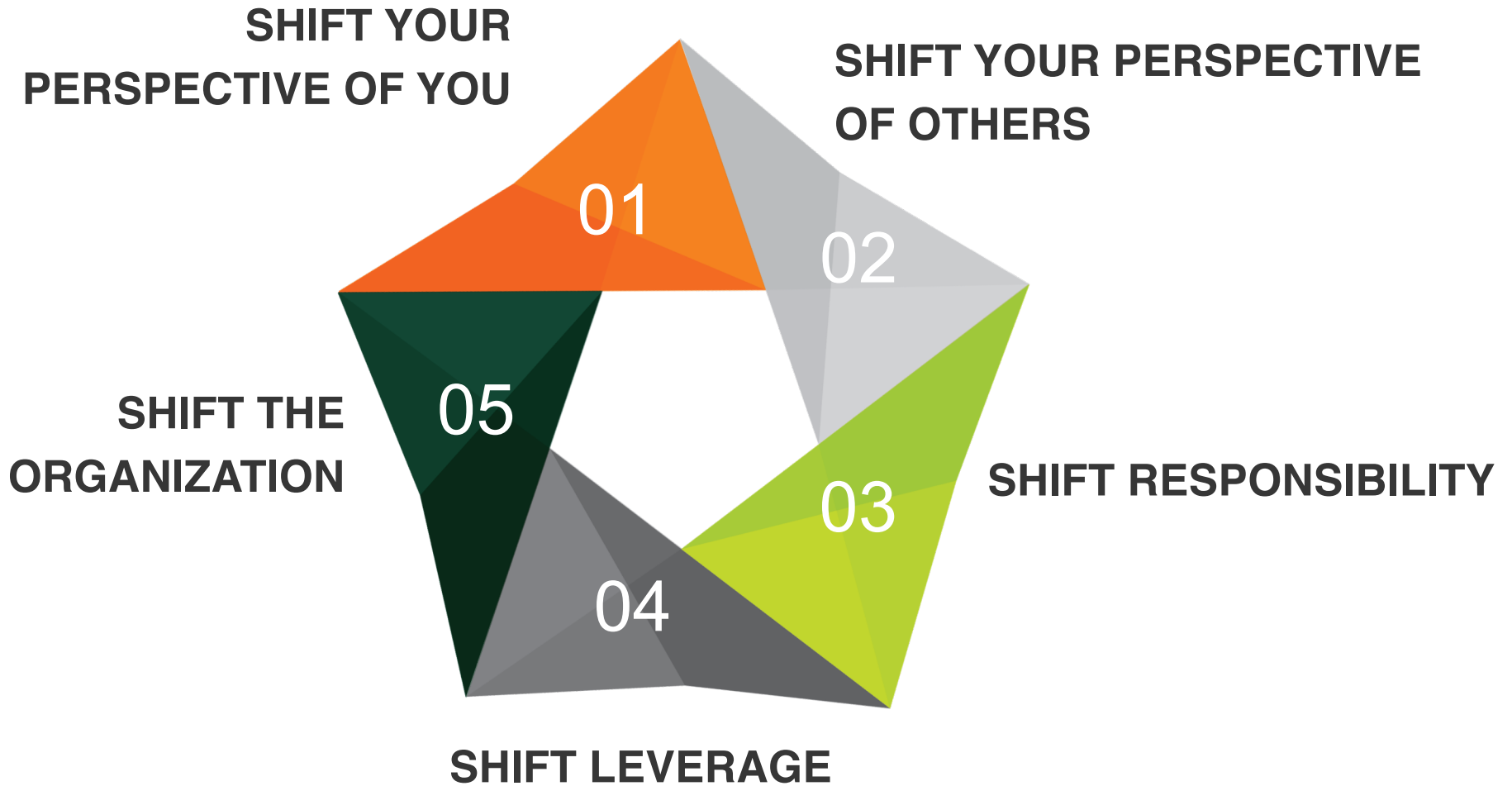
Outcome matters not time

Good enough and Priority matters



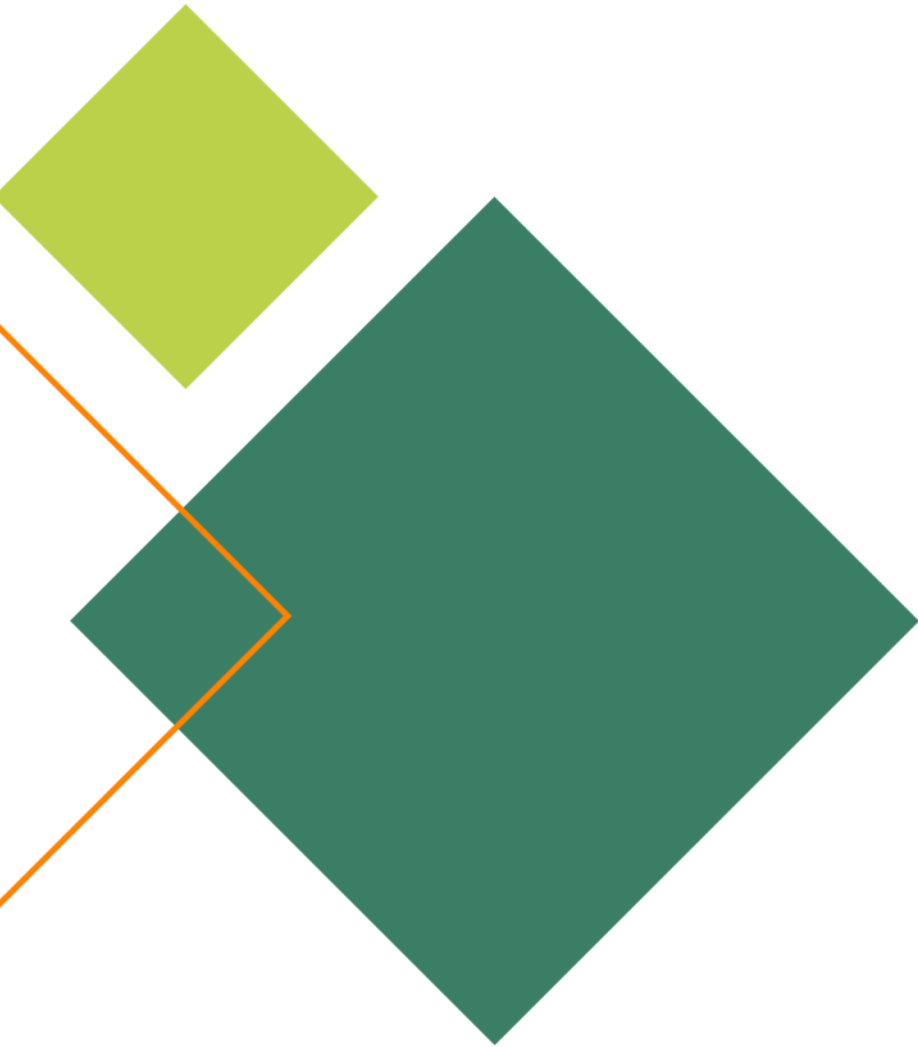
How to get there: KEY STRATEGIC SHIFTS

That Build Strategic Leadership Perspective



01 SHIFT YOUR PERSPECTIVE OF YOU





Assess

Consider the wider impact you are trying to have at your organization or in the wider Real Estate community. What impact do you want to have? What impact do you want it to have on your career?



01 SHIFT YOUR PERSPECTIVE OF YOU

- Where is resistance still appearing? Where are you hearing “yeah but”?
- What assumptions underlie that resistance?
- How might you reframe your resistance?

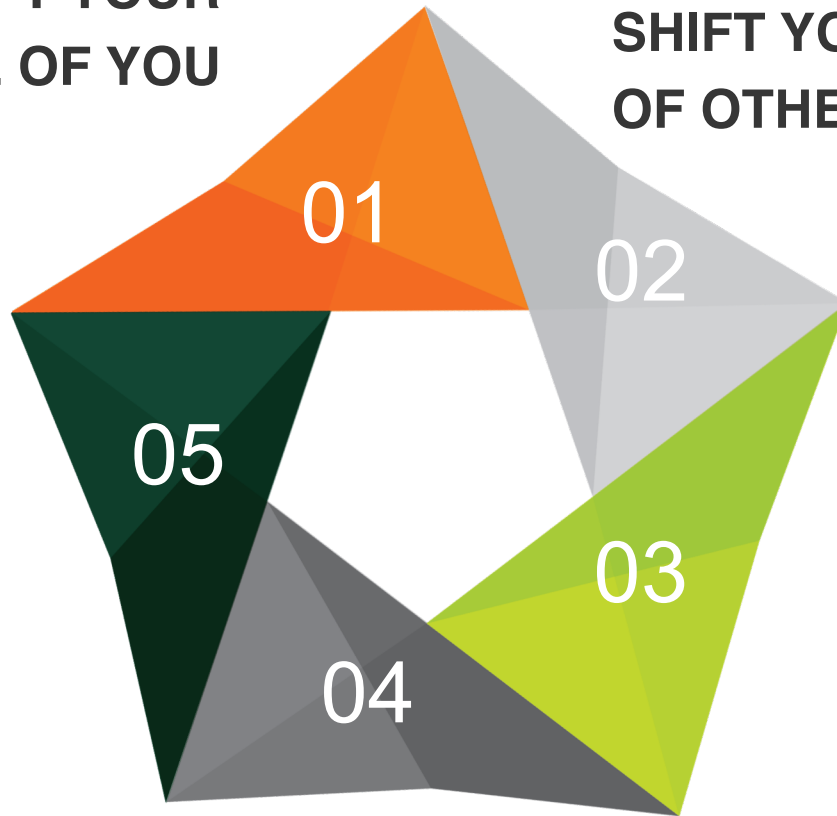


How to get there: KEY STRATEGIC SHIFTS

That Build Strategic Leadership Perspective

**SHIFT YOUR
PERSPECTIVE OF YOU**

**SHIFT YOUR PERSPECTIVE
OF OTHERS**



ME

+

You



02 Understand Others

1

Move beyond
your
comfortable
network

2

Ask Questions

3

Build
Empathy

4

Build
reciprocal
connections

5

Be
challenged by
others'
thoughts



1

Move beyond your comfortable network

	Operational Network	Personal Network	Strategic Network
Purpose of network	Getting work done effectively and efficiently	Develop skills, support, challenge, mentoring, sponsorship, referrals, information, etc.	Future priorities, impact, develop stakeholder influence
How to find network members	Who blocks or supports a project?	Everywhere including CREW	People outside immediate comfort zone but have value
Who can help you achieve your collaborative goal?			
What are their goals, concerns and challenges related to the goal?			
How can you build a relationship with them?			

2

Ask Questions

What

Impact

How to
manage

1. How well do you understand the implications of broad market trends and less visible undercurrents for the strategic impact you're trying to have?
2. How thoroughly have you analyzed major external uncertainties and future scenarios that could significantly impact your business decisions around your strategic impact?

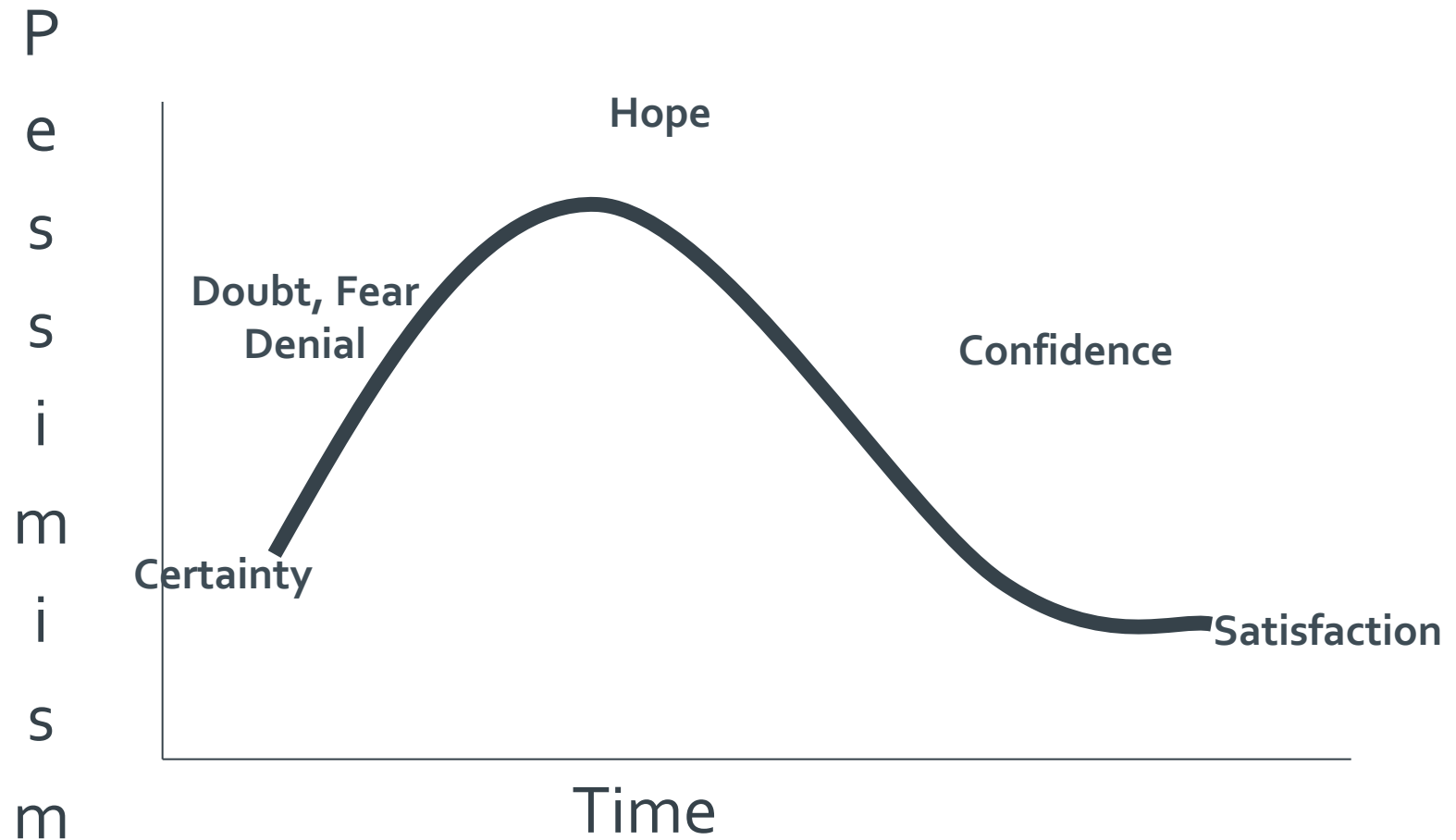


3

Build
Empathy








Resistance is reality. Accept it.





STAKEHOLDER ANALYSIS GRID

Please put an X where you believe the individual is currently and an O where you believe you need the individual to move and describe what influence tactics you will use to do this; if there is no movement needed, how will you then keep them there?

NAME, POSITION OR DEPARTMENT 	BLOCK 	NEUTRAL 	SUPPORT 	CHAMPION 

For each stakeholder, that is blocking you, identify their Goals/Interests; Concerns; Challenges

What do you notice?

4

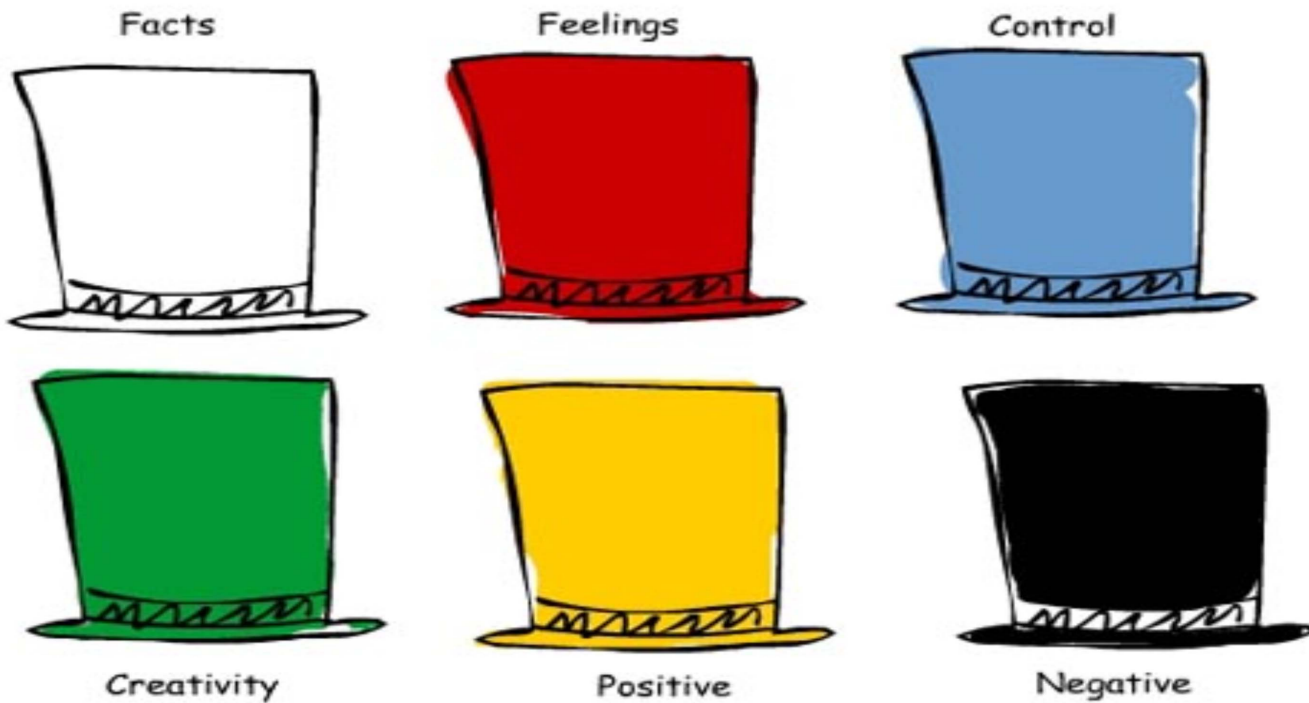
**Build
reciprocal
connections**

What could this look like?



5

Be challenged by others' thoughts



Dr. de Bono's Six Thinking Hats



Consider the wider impact you are trying to have at your organization or in the wider Real Estate community. What impact do you want to have? What impact do you want it to have on your career?

Integrate all the different aspects you just worked with.

What do you notice?

How does it shift what you want to do?

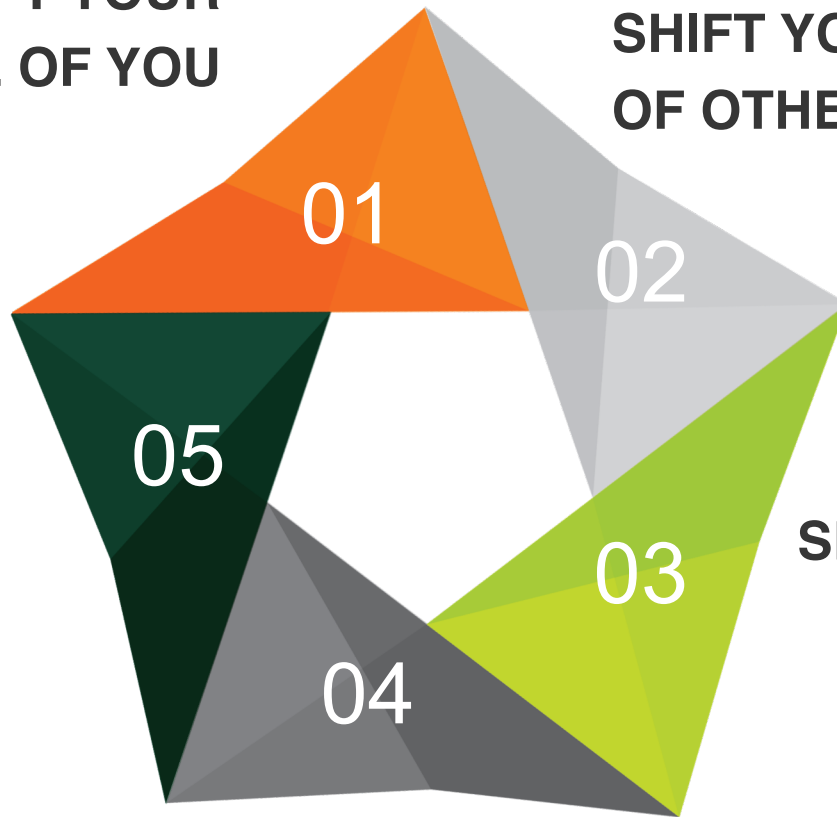


How to get there: KEY STRATEGIC SHIFTS

That Build Strategic Leadership Perspective

**SHIFT YOUR
PERSPECTIVE OF YOU**

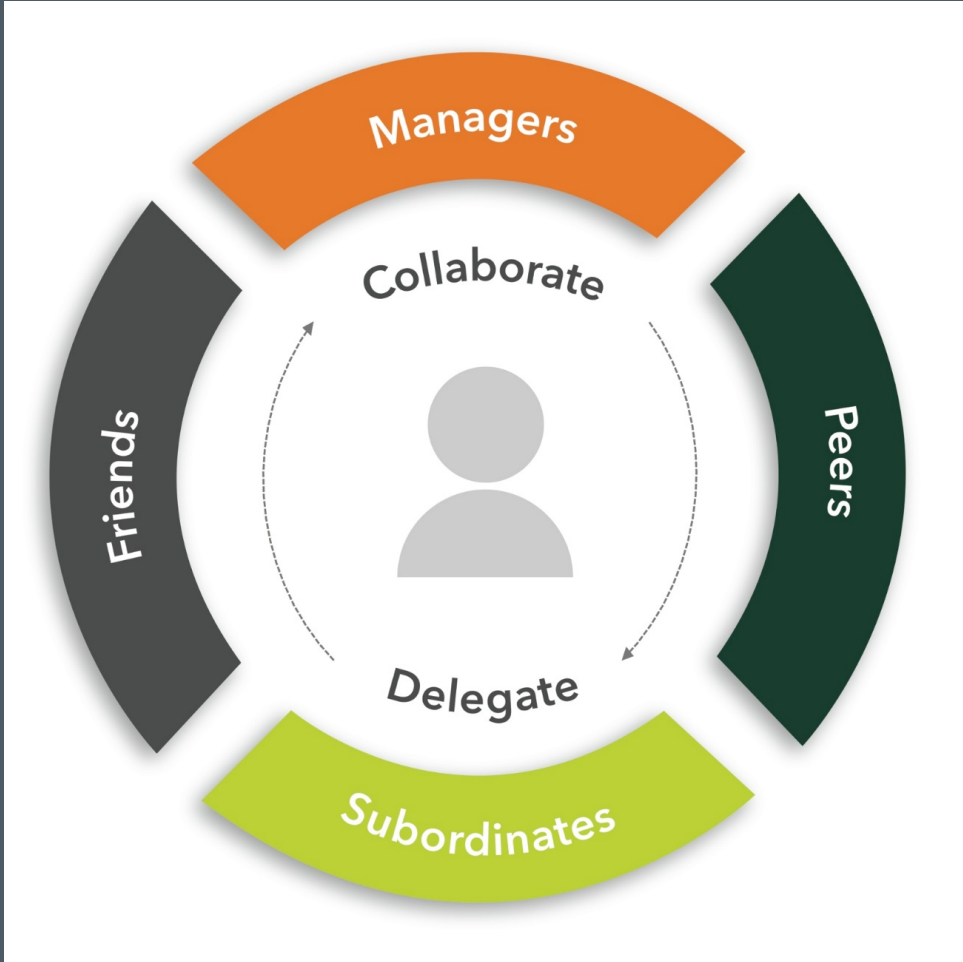
**SHIFT YOUR PERSPECTIVE
OF OTHERS**



SHIFT RESPONSIBILITY



03 Shift Your Responsibility

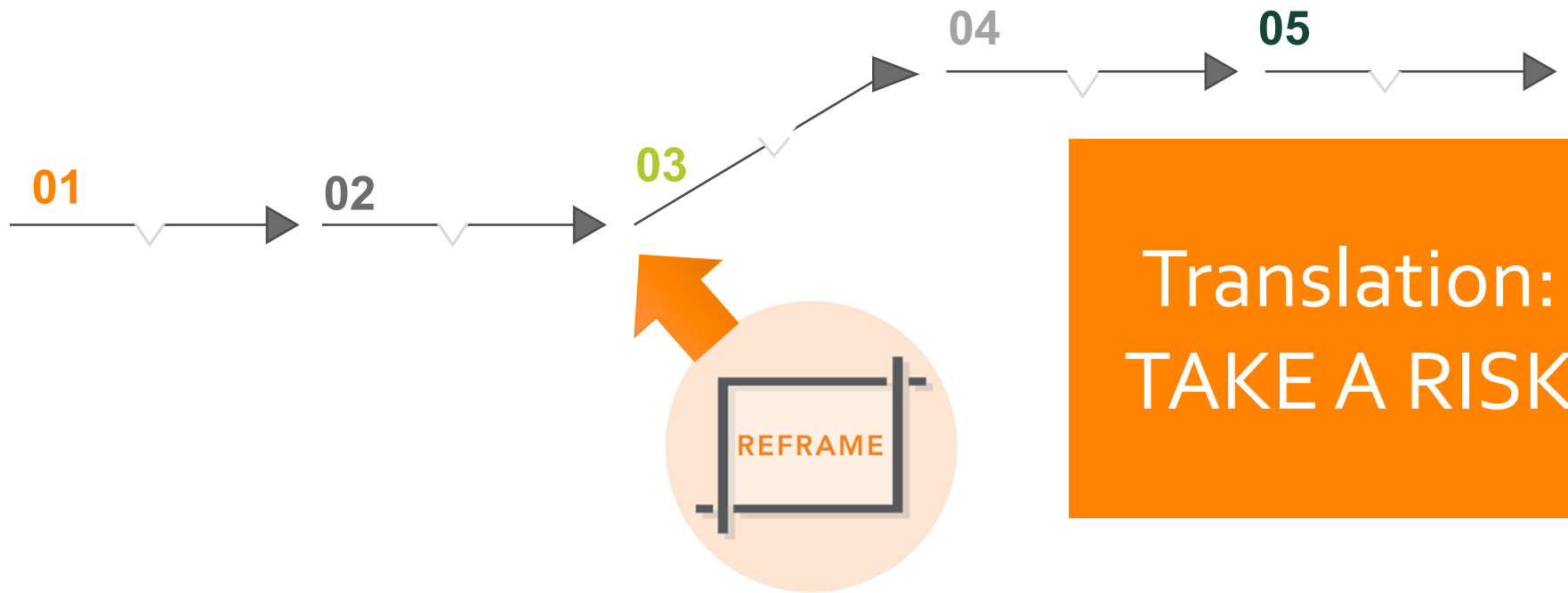


What responsibilities do you have to shift to implement your strategic impact?

How might you shift them?



04 Shift Leverage





Model for Risk Taking

Prepare

What are the risks? How might you mitigate them?

Get Support

Who from your strategic network could help you?

1

2

3

4

Show Up

What's the first step you can take towards this strategic impact project

Fail Fast

The sooner you make honest, learning mistakes, the sooner you learn from them

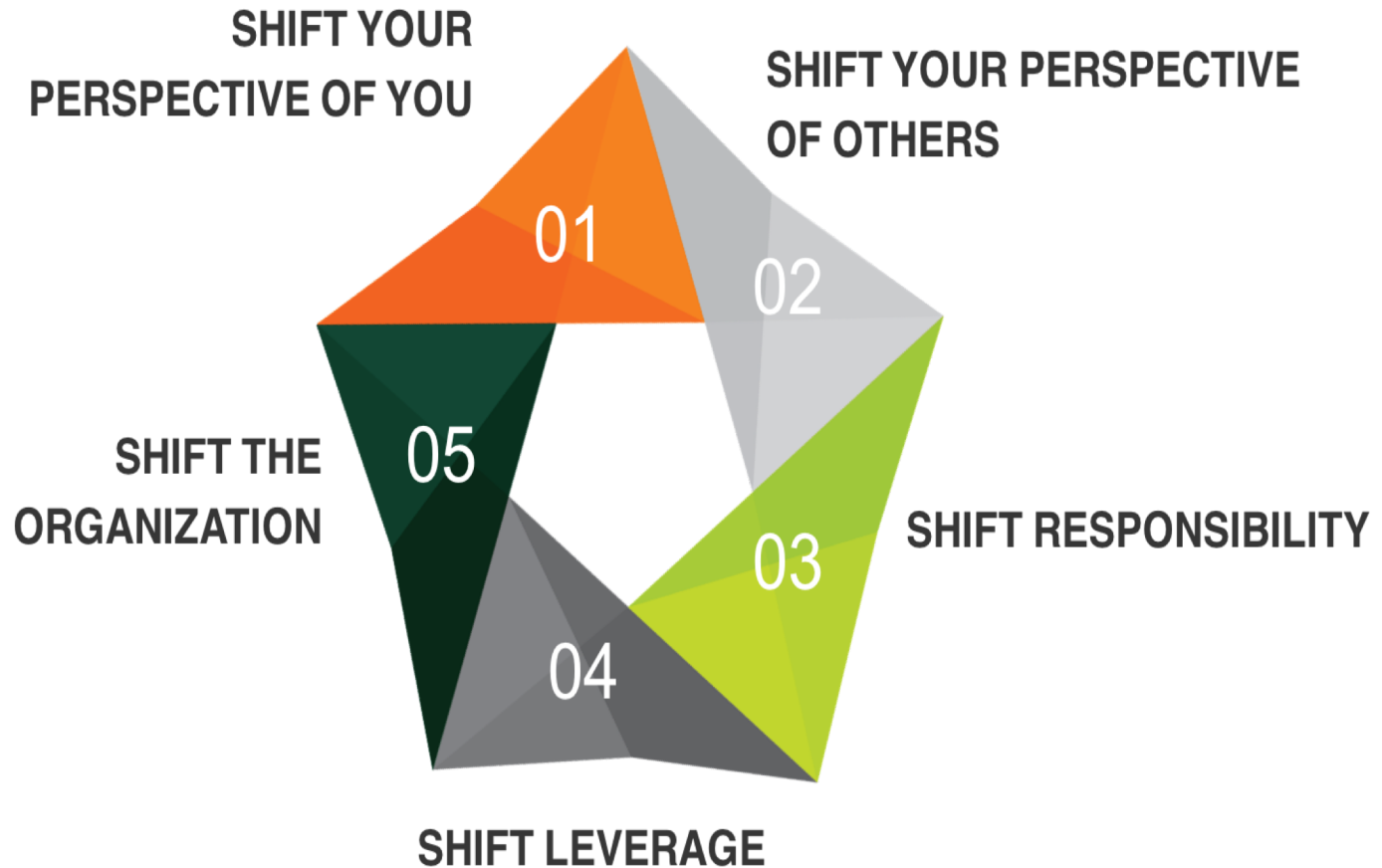


05

SHIFT THE ORGANIZATION



5 KEY STRATEGIC SHIFTS



How can you leverage what you learned to help you increase your impact?

Where we started: Our overall program themes



The Journey

- What's a risk you've taken towards your vision. Incorporate these themes in your story.
- You'll have 2 minutes to share

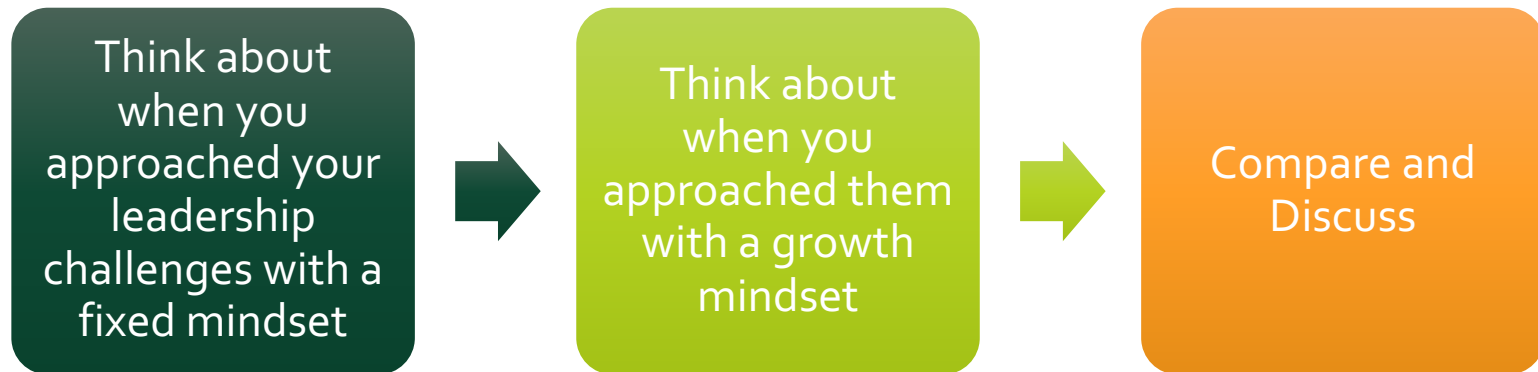


*When leaders do their best work, they don't copy anyone.
They draw on their own values and capabilities*

Robert Quinn, Moments of Greatness



How did your mindset shift?



What did you learn?

From your Journal,
for each session write:

1. Key lesson that will help me achieve my new impact vision
2. Be SPECIFIC



Revisiting Your Vision and Goal(s)

1

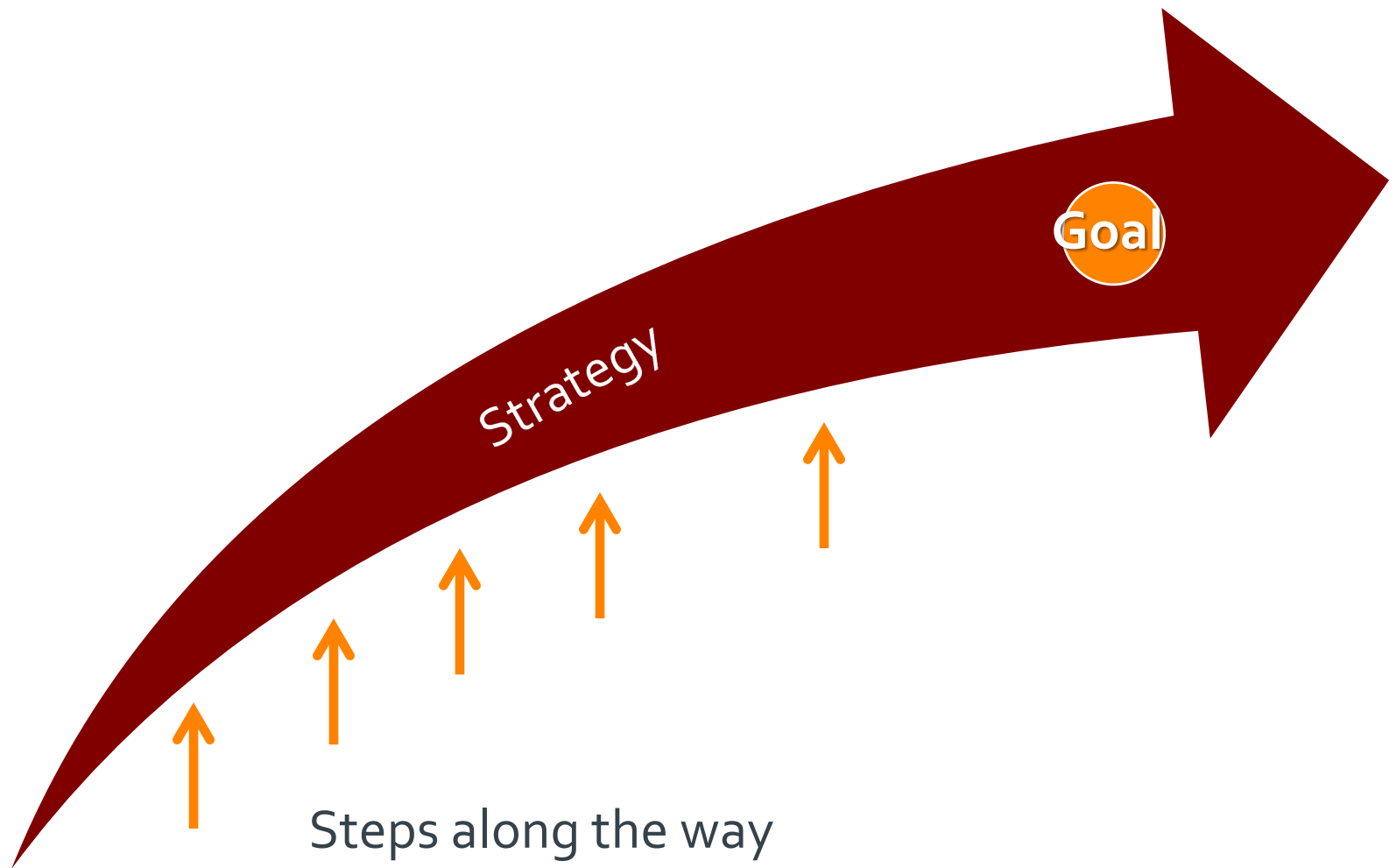
- How'd you do?
- What changed?
- What helped you achieve it?
- What got in your way?

2

- Adapt your vision
- Identify a 3 – 6 month goal to continue your progress towards to your vision



Achieving your vision: Strategy Mapping

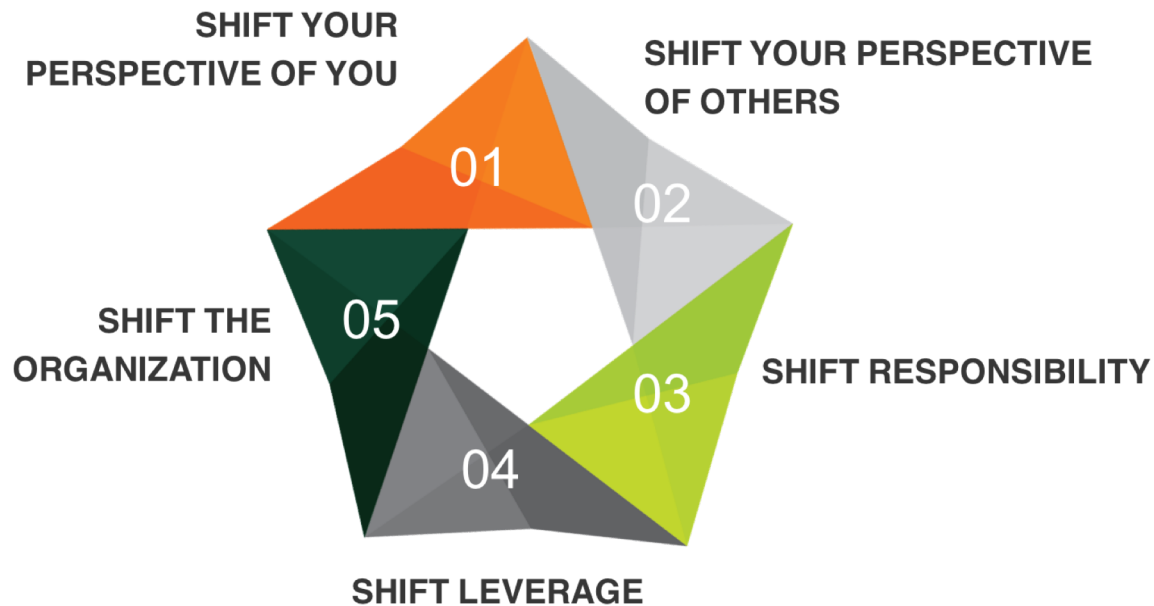


I am committed to



How can you help each other moving forward?





What can
you do
tomorrow
to be
strategic?

6



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