

# A VISIONARY STRATEGY

## Introduction

In simple terms, leadership is 'getting others to follow' or 'getting people to do things willingly'. In reality, leadership is essentially a relationship through which one person influences the values, attitudes, behaviour and actions of other people. Therefore, the process of leadership cannot be separated from the activities of individuals and groups, and effective teambuilding. The leader-follower relationship is reciprocal and effective leadership as a mutual process that influences both individual and organisational performance. Leaders both motivate employees, who in turn motivate each other, and design effective organisations for teams to work in.



### **Growing leaders**

Cultural initiatives give meaning to work and provide the workplace for people to self-improve.

Accelerate people's growth in becoming a follower-leader organisation.

Leadership today is less associated with C2 and increasingly more with the concept of teamwork, getting along with people, inspiration and the creating of a vision which others can identify. Innovation is one of the keys to long-term performance and success, and it is axiomatic on the leadership to engage the team and organisation with the ability and passion to turn ideas and potential into reality.

## Scope

In order to keep culture, purpose and values at the heart of your organisation it is important to identify *What Matters Most* and seek to drive continuous improvement.

- Ensure a vision, mission and strategy that are known and understood.
- Oversee the setting of challenging but realistic targets.
- Set examples in generating an open, honest, communicative style.
- Champion a culture conducive to development, learning and continuous improvement.
- Distribute leadership responsibilities with the necessary authority, training and resources.



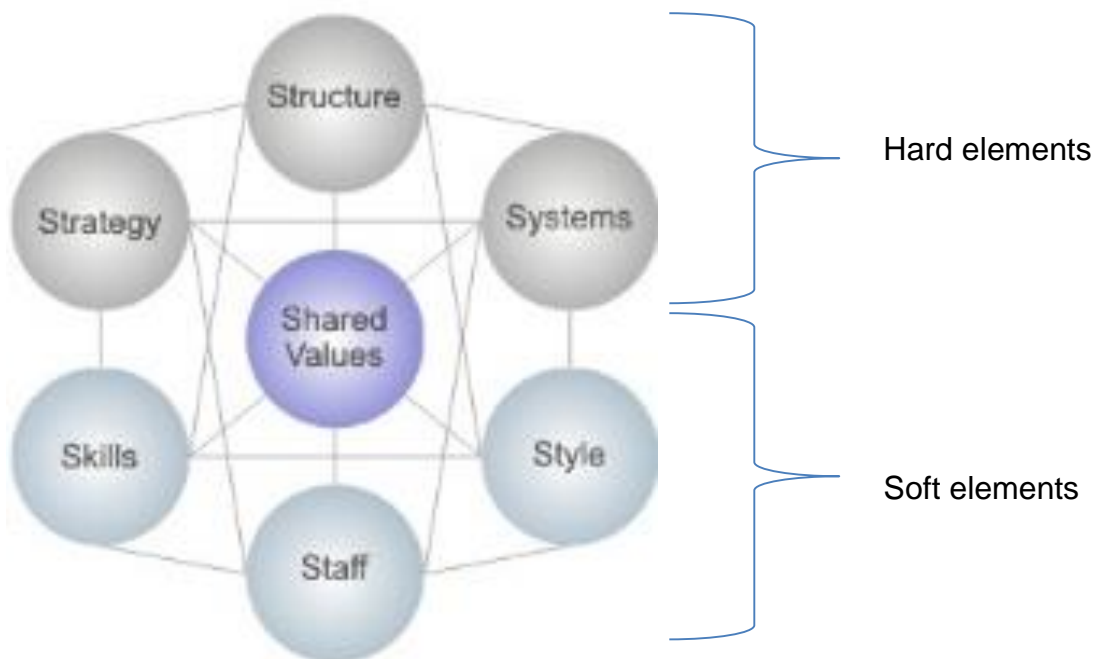
### **7S Model**

An intelligent and professional approach for teams.

A values-based strategy with 7S variables.

An intelligent and professional approach to enabling the team and organisation to engage

with a values-based strategy has to encompass, and treat as interdependent, 7 variables: the **hard elements** of strategy, structure, systems; the **soft elements** of shared values, skills, style and staff.



## The 7S Framework Works

How to engender higher levels of motivation, commitment and performance.

A series of questions are derived from the 7S framework:

### Strategy:

- What is our strategy?
- How do we intend to achieve our objectives?
- How do we deal with added pressure?
- How are changes in organisational demands dealt with?
- How is strategy adjusted for external issues?

### Structure:

- How are teams divided?
- What is the hierarchy?
- How do the teams coordinate activities?
- How do the team members organise and align themselves?
- Is decision making and controlling centralised or decentralised?
- Where are the lines of communication? Explicit or implicit?

### Systems:

- What are the main systems that run the organisation?
- Where are the controls and how are they monitored and evaluated?
- What internal rules and processes does the team use to keep on track?

### **Shared Values:**

- What are the core values?
- What is the team culture?
- How strong are the values?
- What are the fundamental values that the team was built on?

### **Style:**

- How participative is the leadership style?
- How effective is that leadership?
- Do team members tend to be competitive or cooperative?
- Is the team real and effective?

### **Staff:**

- What positions or specialisations are represented within the team?
- What positions need to be filled?
- Are there gaps in required competencies?

### **Skills:**

- What are the strongest skills represented within the team?
- Are there any skills gaps?
- What is the team known for doing well?
- Do the current team members have the ability to do the job?
- How are skills monitored and assessed?



### **Focus of attention**

How leaders revitalise and transform their teams.

How to create a feeling of confidence, integrity, loyalty and trust.

### **Outcomes**

Working collaboratively requires clarity, capability and capacity.

As the focus of attention falls on how the leader revitalises and transforms the team, the intent becomes clear as the way to engender higher levels of motivation, commitment and therefore performance among team members. The emphasis is on generating a vision for the team and the leader's ability to appeal to higher ideals and values of team members, thus creating a feeling of mutual confidence, integrity, loyalty and trust.



### **A personal style**

A transformational leader shares a resolve and overcomes barriers.

Getting there on target and exceeding expectations.

As a transformational leader it is important to lead by resolve, to transform and motivate by:

- Generating greater awareness of the purpose of the core business and the potential outcomes.
- Encouraging each to transcend self-interest for the sake of the common good.
- Energising the latent potential to do more, smarter, better.

In achieving the leader's intent, it is vital to:

- Articulate a clear and attainable vision of what could be accomplished if all understand the purpose, objectives and priorities of the core business, and to help guide the actions and decisions of all team members.
- Explain how the vision can be attained and establish a clear link between the vision and the strategy.
- Act confidently and optimistically about realistic targets.
- Demonstrate self-confidence and commitment, and focus on the positive aspects of the vision without being daunted by the obstacles.
- Express honest confidence in team members and their ability to engage with the vision, especially when the task is demanding or when team members lack confidence in self, colleagues or the leader.
- Think, act and speak to emphasise key values.
- Lead by example, recognising actions speak louder than words, through exemplary behaviour, willingness for discretionary behaviour, self-sacrifice, good manners, and demonstrate consistency in daily behaviour.

