

Leadership and Organisation Transformation

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A common approach to exercising corporate leadership is to develop a strategic plan. However, many strategic initiatives to drive improved organisational outcomes start and end with the “strategy getaway”!

Leveraged Leaders are those with vision who can also execute high performance outcomes. The key at the *strategy development phase* lies in:

- Involvement - who is invited
- Development - how the plan is framed and facilitated
- Engagement – establishing accountabilities for the timing and scope of outcomes

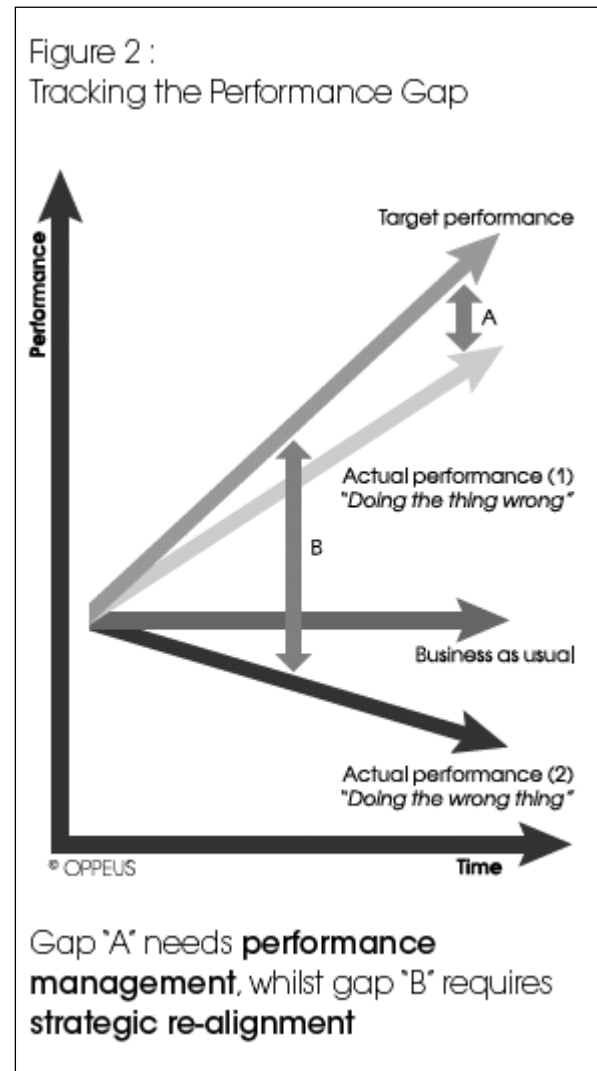
The outcome is shared ownership of an agreed roadmap to deliver the strategy.

During the *implementation phase* the leader’s role is to:

- own the guiding vision
- deliver key communications
- enable the development or acquisition of capability
- drive the management team to achieve the results,
- continually review the status and refine the implementation plan based on feedback from multiple sources

Leaders are, after all, accountable for delivering outcomes, not simply ideas or actions. If there is a gap between expected and actual performance, the leader needs to assess if it is as a result of “*doing the thing wrong*” or “*doing the wrong thing*” and therefore what remedy is needed (see Figure 2). Leverage lies in early intervention, feedback and correction. Such involvement has a range of benefits including recognition and reinforcement of success to the team, opportunities for mentoring and coaching, and broader opportunities for communication.

At the *closure phase* of a particular initiative, leveraged leaders remember to celebrate achievements with the team and to support the distillation of learning. These two activities not only support the close-out process but provide impetus for the next organisational challenge.



Key questions for Leveraged Leaders:

- Have I enabled a strong strategic plan, through appropriate engagement and execution steps?
- Do I sufficiently understand the capability gap in my organisation and how to address it?
- Am I cognisant of the complex interplay between the existing strategy, business as usual, and the new strategic imperatives? (this is critical in crafting a viable transition plan)
- Are our people and culture aligned with the new plan?
- Do I have sound processes to capture the learnings to build our corporate memory?
- Am I comfortable that I have a good dashboard to monitor implementation? (e.g., checkpoints, bailout conditions and strategic reviews)
- Am I constantly reviewing our position - by looking in both the rear-view mirror and out the windscreen – and providing feedback to my team?
- How can I utilise the accumulated organisational knowledge to drive the next strategy early – before the decline in the current strategic lifecycle?

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