

Don't Shelve Me: A Strategic Plan Must Be Executed To Advance Your Vision

Objectives:

1. Discuss & Consider Competent & Incompetent Leaders
2. Receive & Discuss 11 Strategic Leadership Principles
3. Discuss the Importance and Integration of Visioning, Strategizing, Executing | Implementing, and Sustaining Phases
4. Receive & Consider Models | SP Technologies: Inquiry; Change; Productive Tension; SP-Business and Education; Baldrige; Scenario Based Planning; Emerging Trends
5. Discuss & Consider the Need for Two Competent Leaders: Strategist and Implementer | Executer
6. Discuss the Difference between SP Principals and Stakeholders
7. Discuss & Consider Effective Visioning, Strategizing, Executing | Implementing, and Sustaining Approaches
8. Receive and Consider Using Various Resources

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Strategic Leadership



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Effective Leadership Strategies

Competencies of Competent / Incompetent Leaders

COMPETENT LEADERS

Skills

- Articulating a compelling vision
- Awakening and sustaining the desire in the hearts of others
- Creating and maintaining an environment of pride
- Focus people on a single destination
- Identifying and developing more leaders
- Asking Learner Questions

Knowledge

Personal Characteristics

INCOMPETENT LEADERS

Skills

Incompetent leaders result in anxious, alienated workers who practice counterproductive work behaviors and spread toxicity throughout the firm.
Tends to ask Judger Questions

Knowledge

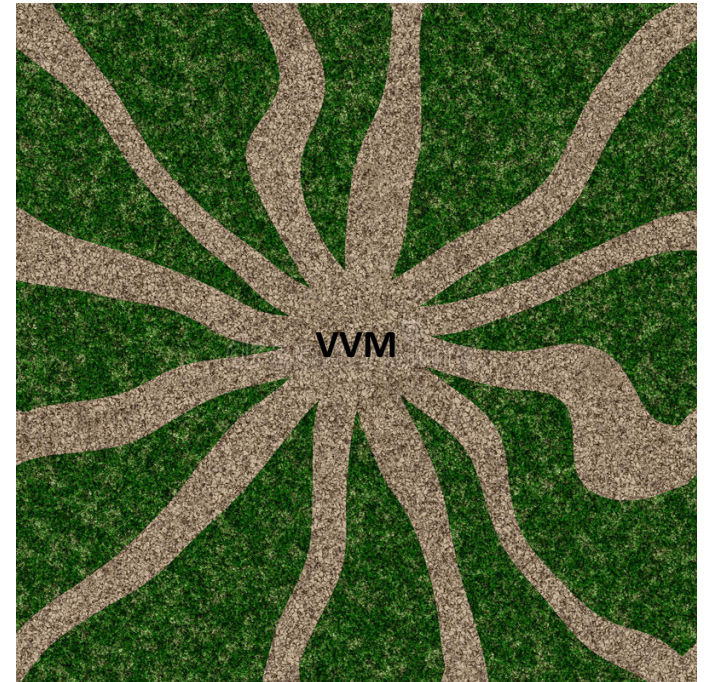
Personal Characteristics

1st Five are from T. Falcon Napier and Productive Tension Institute
The last is from TWW Consulting LLC

Strategic Leadership

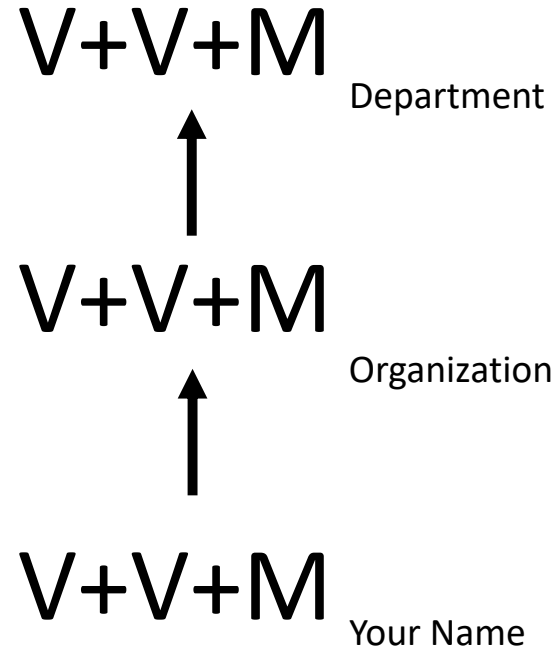
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V+V+M



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Strategic Leadership



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11 Strategic Leadership Principles

**Collaborate - Distribute
Responsibility**



**Create Multiple
Paths for Raising
and Testing Ideas -
Pilot**



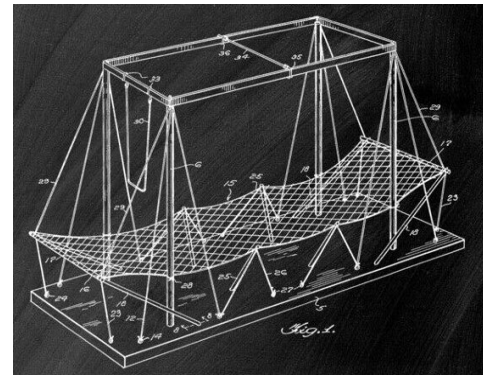
**Provide Access
to Other
Strategists**



**Communicate-
Be Honest and
Open About
Information**



**Failures become
opportunities to learn.
Make It Safe to Fail**



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11 Strategic Leadership Principles

Create Opportunities for Experience-Based Learning

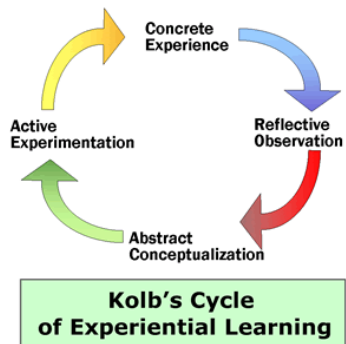


Image by Karin Kirk

Find Time to Reflect



Bring Your Whole Self to Work



Inquire: Change Needs New Questions



Added by TWW Consulting LLC

Pull Change Levers: e.g. Hire for Transformation



VS.



Realize Leadership Development as an Ongoing Practice



Consulting LLC
Serving the continuous motion of change

908.432.0214

Adapted from: strategy-business.com/10principlesstrategy

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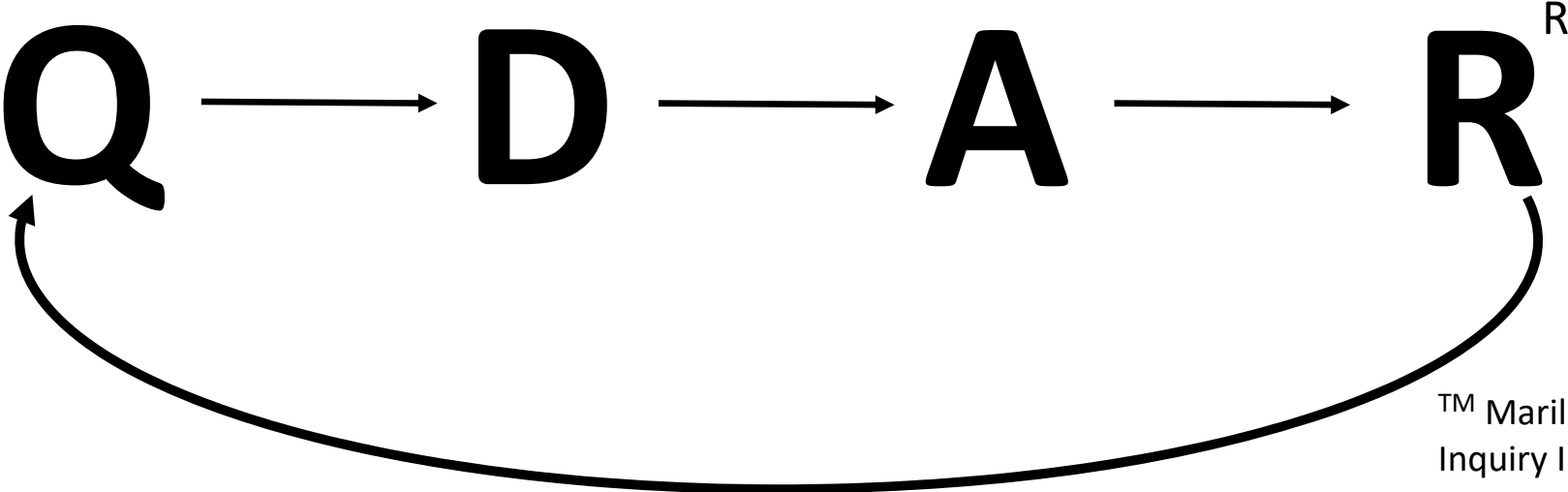
Effective Leadership Strategies

Managing Change

	<u>RESULT</u>
Vision + Competencies + Benefits + Resources + Action Plan →	Responsive Change
[Red Box] + Competencies + Benefits + Resources + Action Plan →	Confusion
Vision + [Red Box] + Benefits + Resources + Action Plan →	Anxiety
Vision + Competencies + [Red Box] + Resources + Action Plan →	Gradual Change
Vision + Competencies + Benefits + [Red Box] + Action Plan →	Frustration
Vision + Competencies + Benefits + Resources + [Red Box] →	False Starts

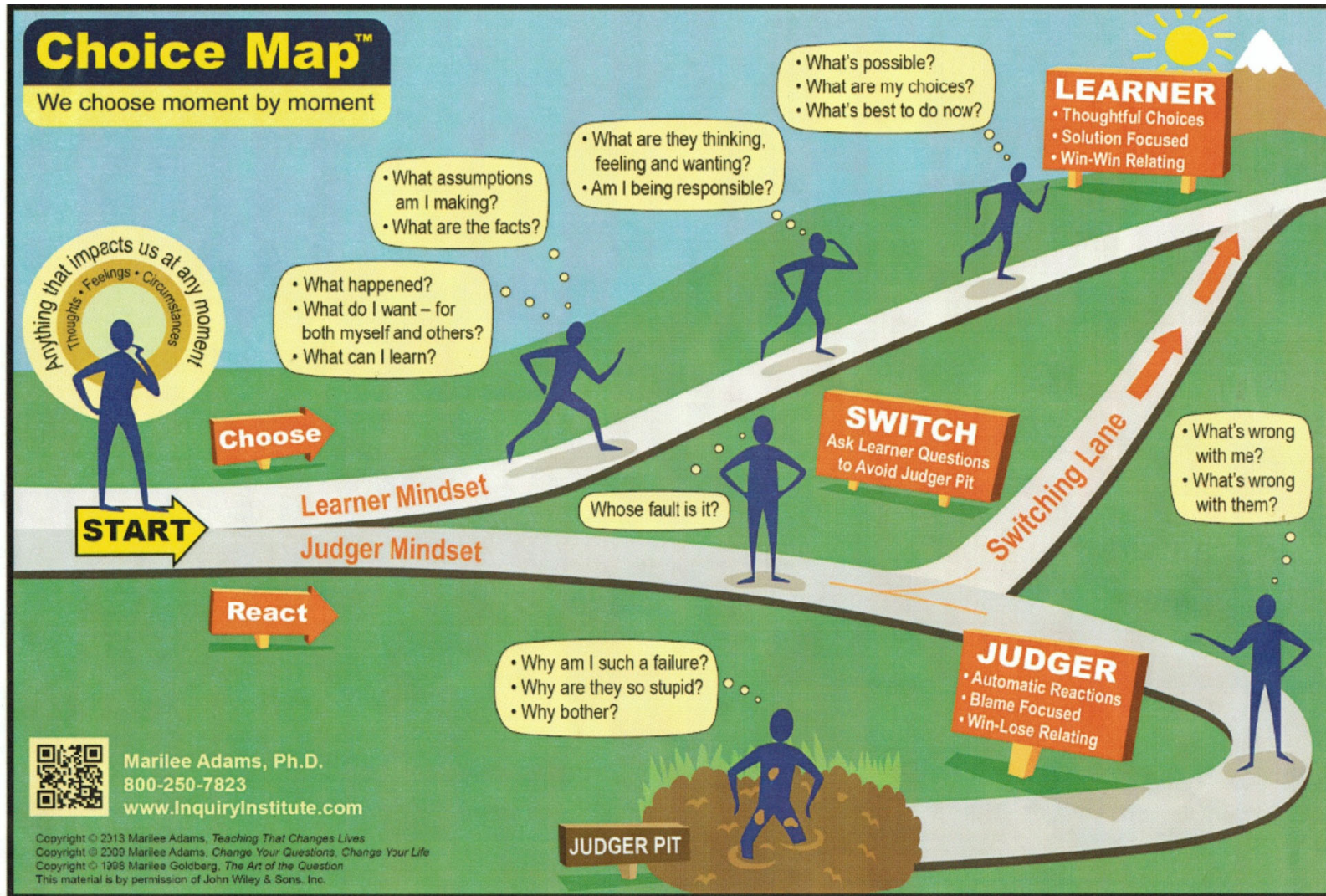
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Inquiry Model: Change Needs New Questions



™ Marilee Adams, PhD
Inquiry Institute

Q-Storming vs. Brainstorming

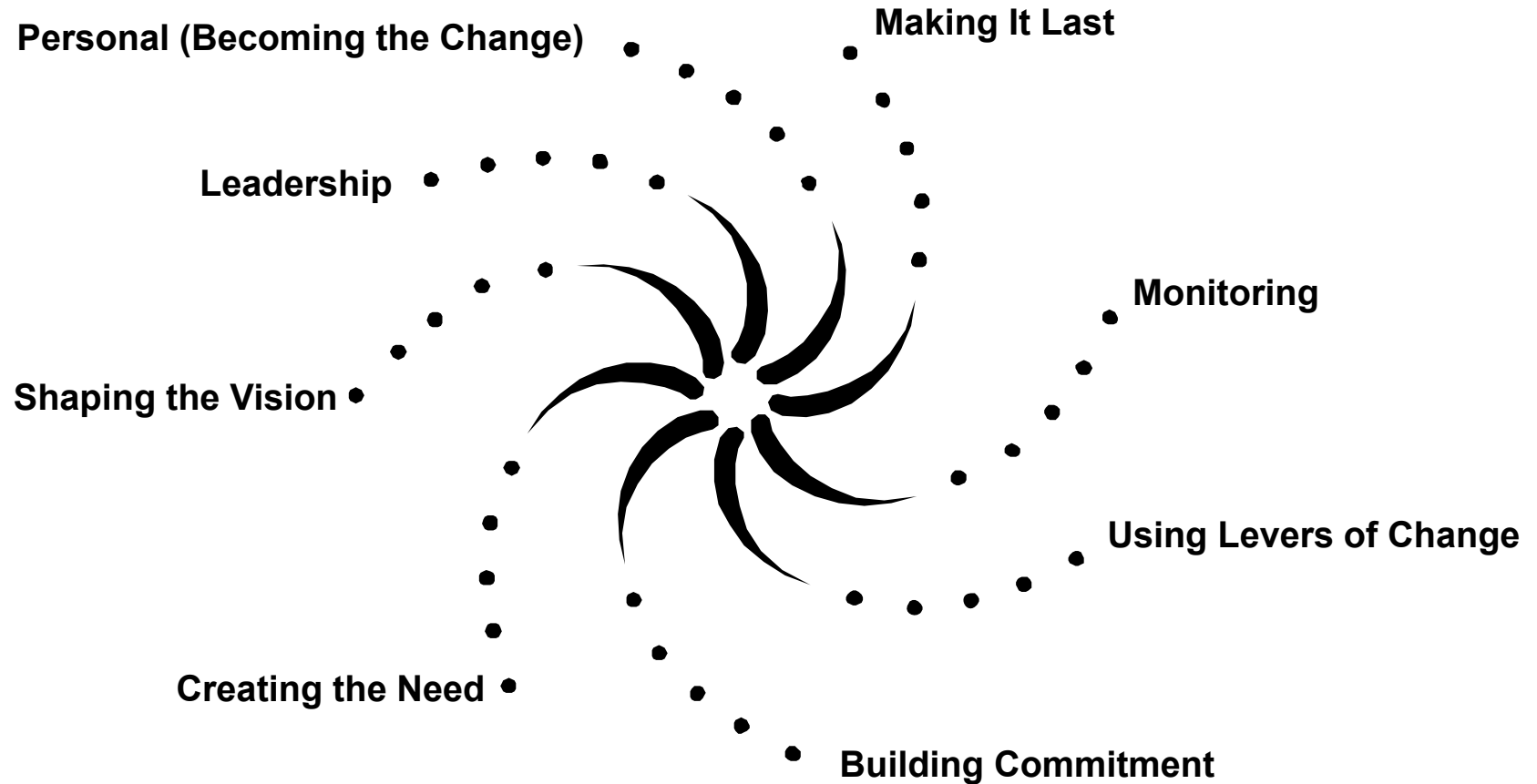


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Effective Leadership Strategies

Eight Processes of Change

Adapted from Ulrich: 7 Processes of Change



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Effective Leadership Strategies

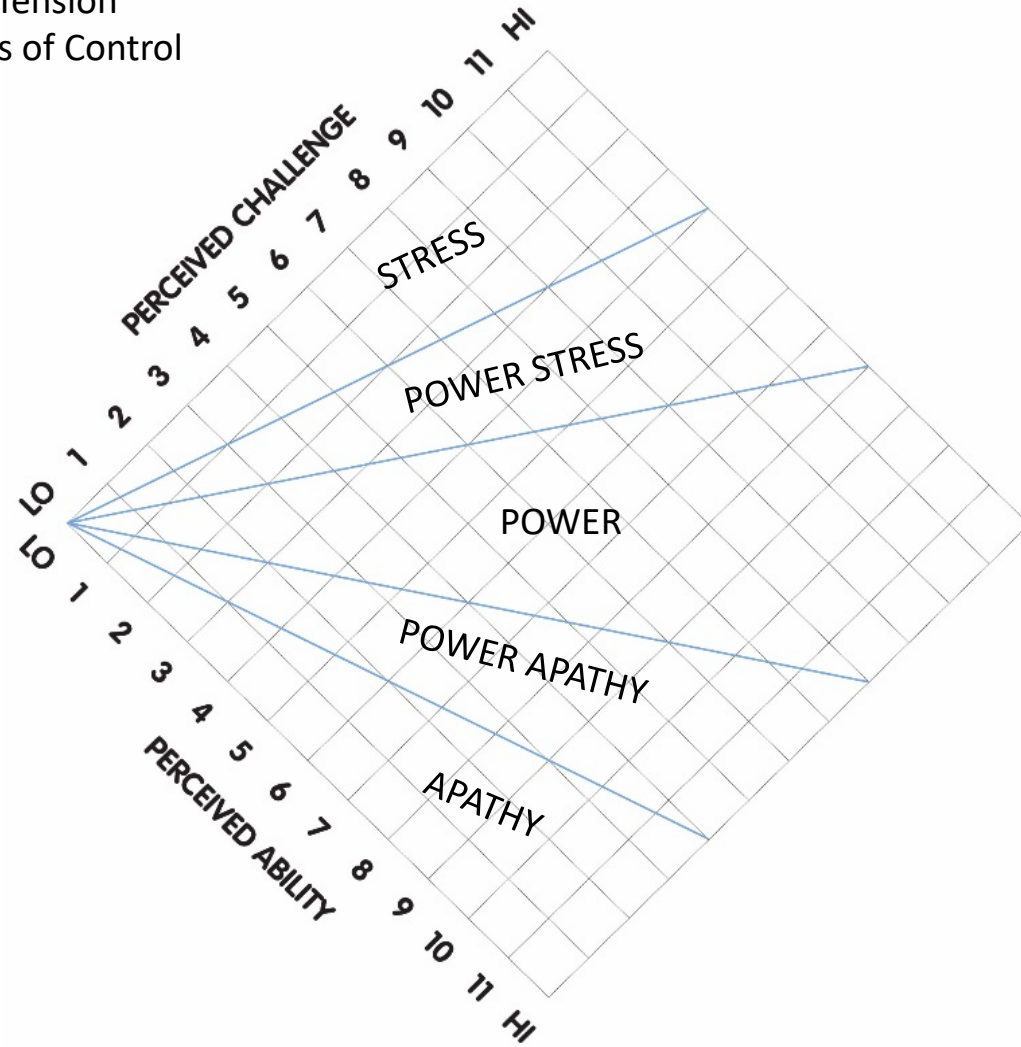
Productive Tension
Change: Aspects of Control

Value Equation:

- What do you hope to gain as a result of this change?
- What do you hope to lose as a result of this change?

Opportunity Cost:

- What do you not want to gain from this change?
- What do you not want to lose from this change?



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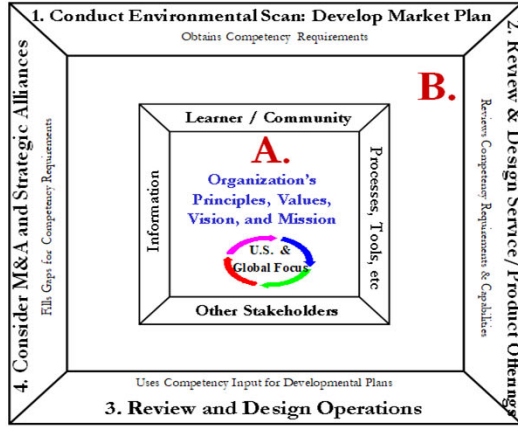
Strategist vs. Implementer / Execution

Effective Leadership Strategies

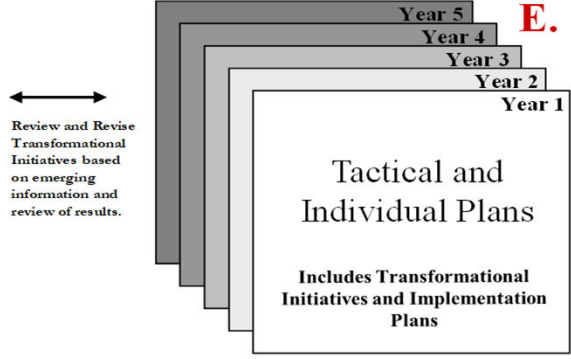
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Strategic Planning Model for Business

A. and B. Develop Strategic Plan without Financial Constraints for a minimum of five years. Vision can go out to 100 years as this impacts your questions, decisions, actions, and results. Start Inner Box (A) that lays the foundation for all work. The Outer Box (B) is the path for the Strategic Plan. In all phases (1-4), business holds discussions with the educational system on competencies.

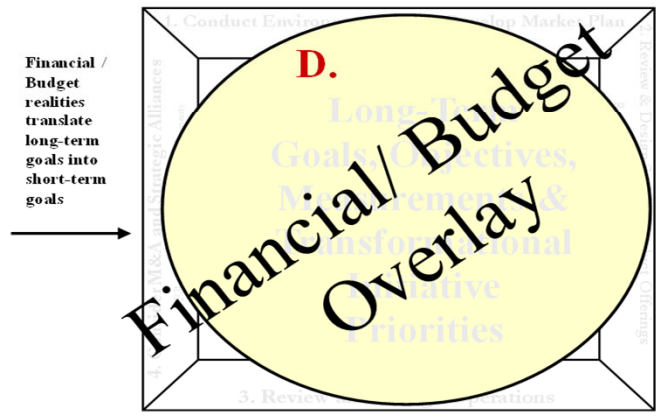


Develop Goals, Objectives, Measurements, & Transformational Initiative Priorities based on a minimum of a 5 year Strategic Plan



Review and Revise Transformational Initiatives based on emerging information and review of results.

Revise and Develop overall and departmental plans, measurements, short-term objectives, and transformational initiatives that support the 5-year plan. Individuals develop their lesson plans based on this direction.

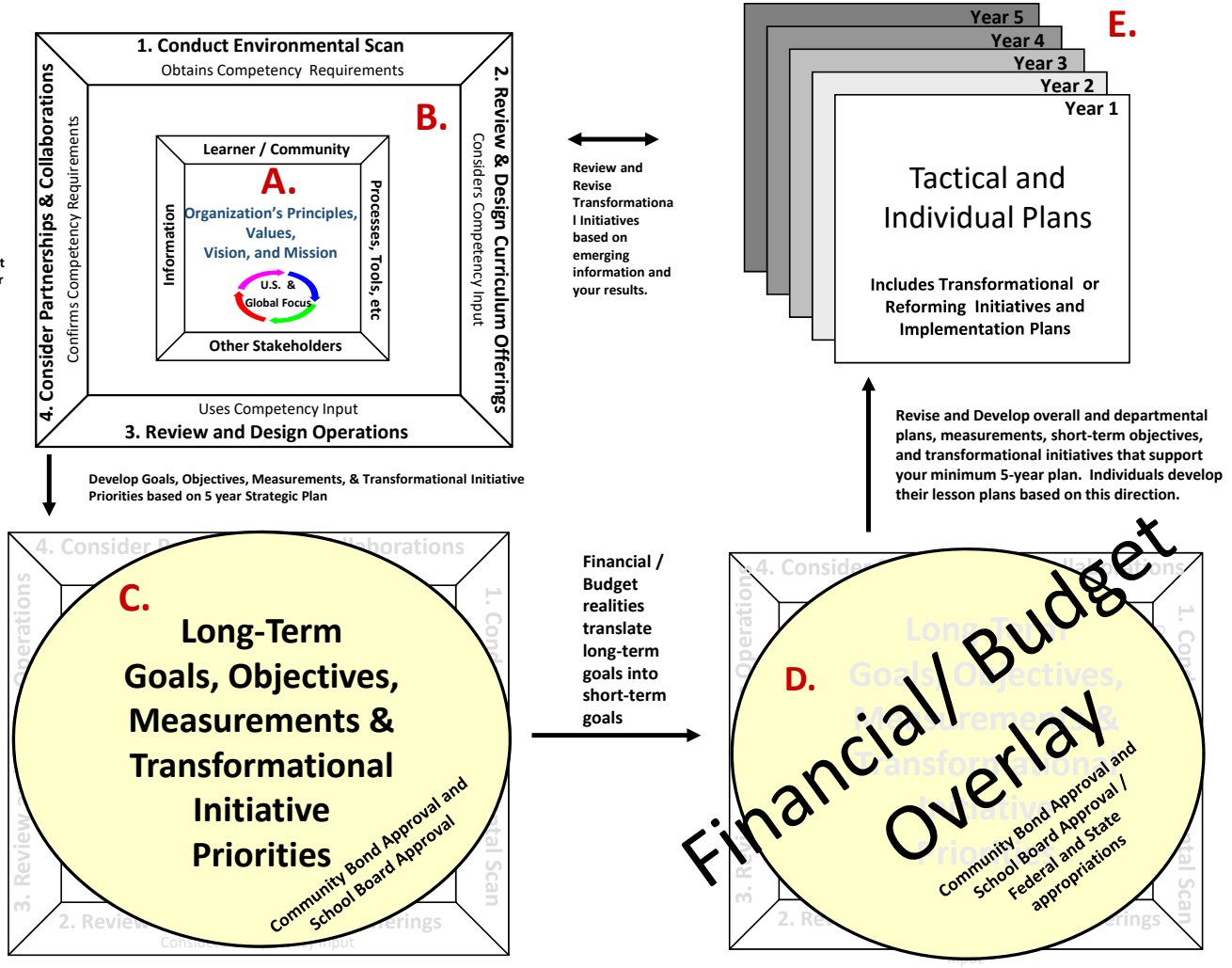


Effective Leadership Strategies

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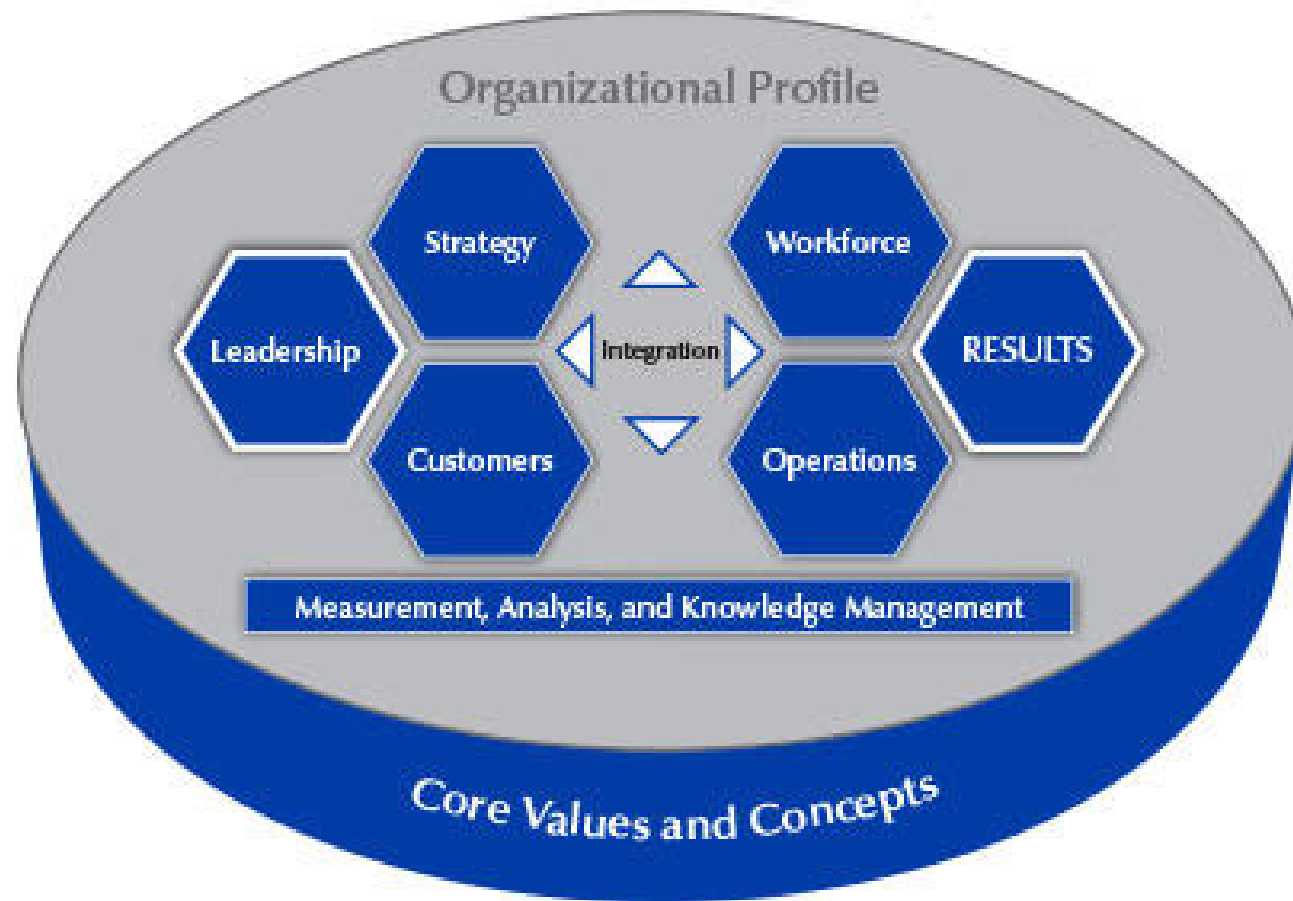
Strategic Planning Model for Education

A. and B. Develop Strategic Plan without Financial Constraints for a minimum of Five Years. Your vision can go out further as this impacts your questions, decisions, and results. Start Inner Box (A) that lays the foundation for all work. The Outer Box (B) is the path for the Strategic Plan. Your



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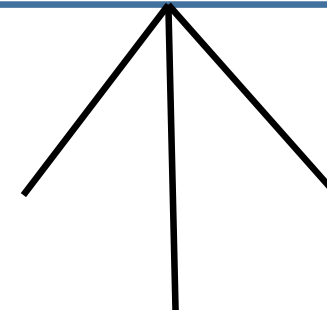
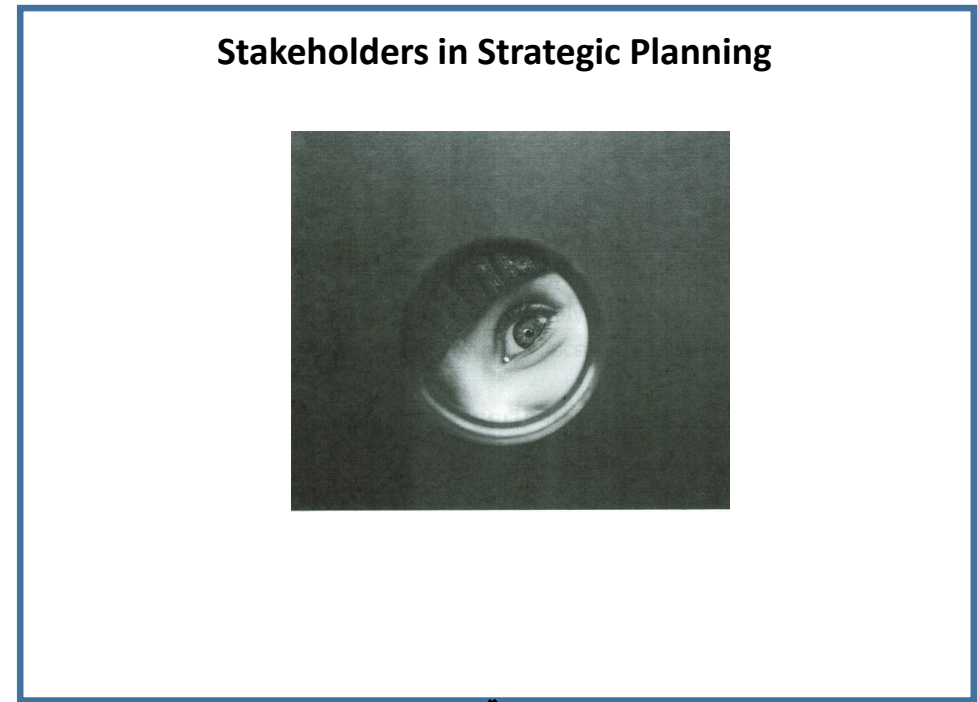
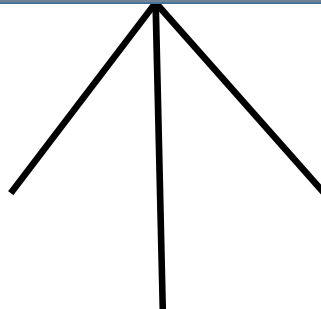
Effective Leadership Strategies: Baldrige Model



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Effective Leadership Strategies

Principals in Strategic Planning		
Plan Structure and Accountability		
ACCOUNTABILITY STRUCTURE	STRATEGIC PLAN STRUCTURE	PLANNING TIME FRAME
CEO & Executive Staff	Mission, Vision, Guiding Principles	Every 5 Years Reviewed annually
	Strategic Priorities	Every 5 Years Reviewed annually
	Organization-wide Goals & Performance Measures	Every 3-5 Years Adapted annually
Managers	Annual Initiatives	Established annually
Individual Contributors	Supporting Action Plans w/ milestones	Annually



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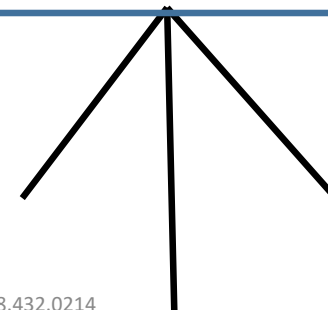
Visioning, Strategizing, Implementing, Sustaining

Committees:

- Admin
- Internal Departments
- Communication (PI-PR)
- Foundation
- Students
- Finance
- Community
- International
- Alum
- External Affairs (Fed, St, Local)
- Others

Approaches for Input

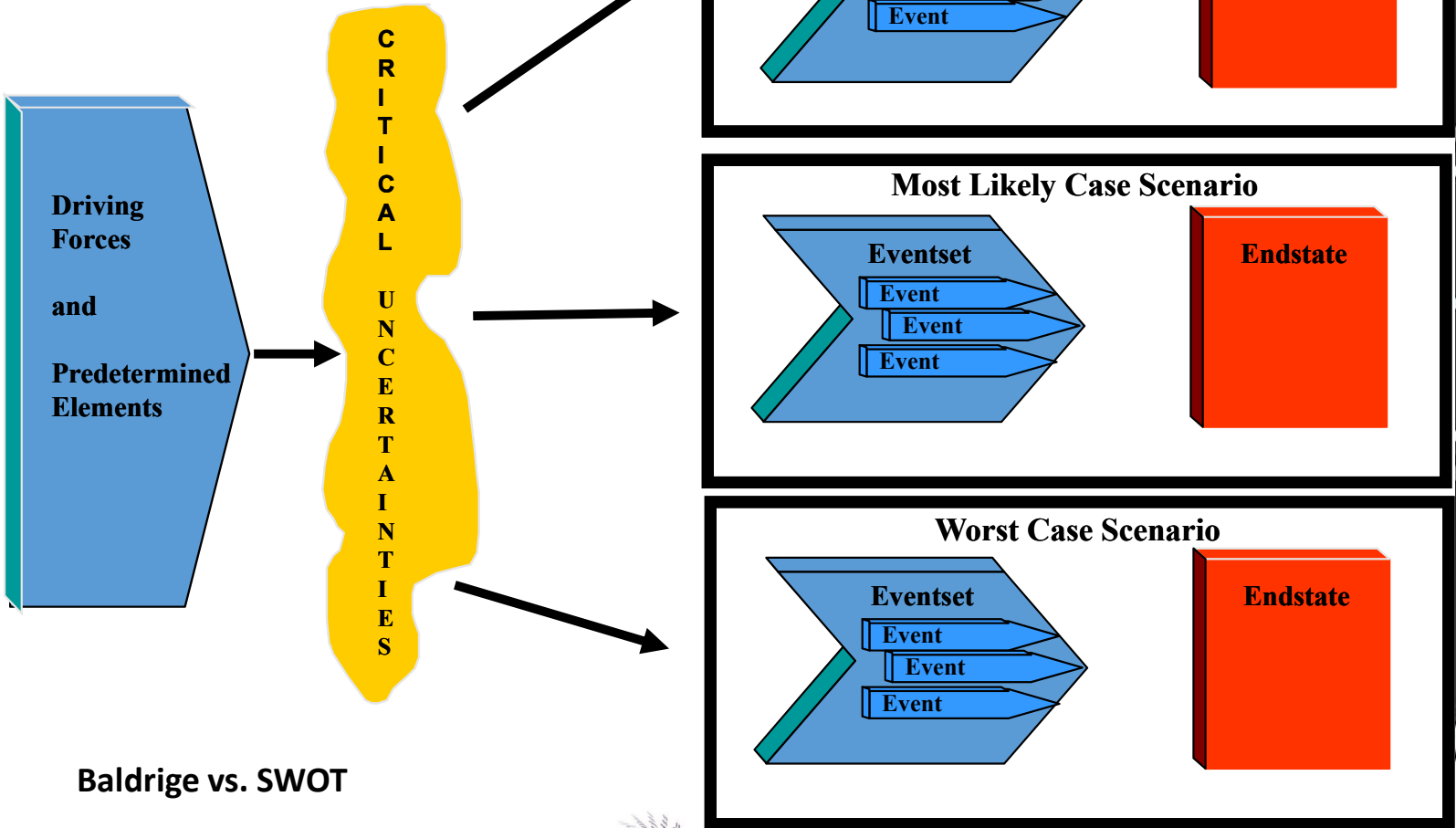
Focus Groups In Person
Focus Groups - Zoom
Surveys
One-on-One



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Scenario Based Planning

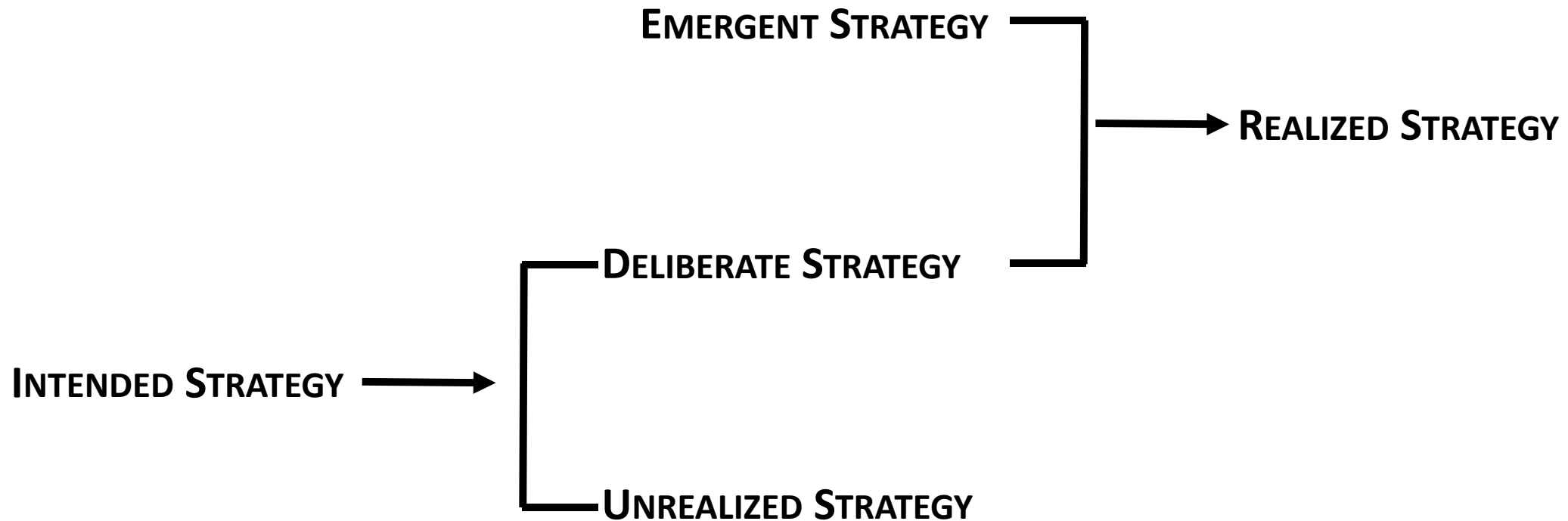


Baldrige vs. SWOT

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A Perspective of H. Mintzberg's Strategy Transformation

Figure 5, page 75, *A Confluence of Business and Education*
Published Dissertation of T. Waldmann-Williams, 2001
UMI Dissertation Services: A Bell & Howell Company, Ann Arbor Michigan

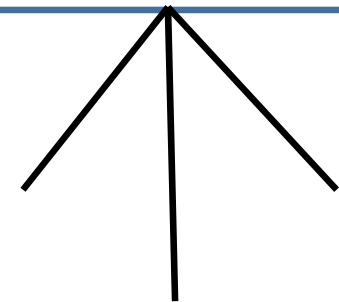
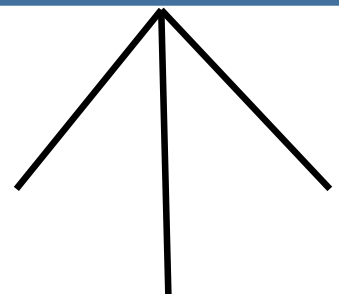


Visioning, Strategizing, Implementing | Executing, Sustaining Approaches

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**Implementing
Questions to Ask**

**Sustaining
Questions to Ask**



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Effective Leadership | Change Resources

Jones, Laurie Beth: [The Path Creating your Mission Statement for Work and Life](#)

Inquiry Institute: Marilee Adams, PhD

- website: <https://inquiryinstitute.com/>
- [Change Your Questions Change your Life](#), 3rd Edition
- [Teaching The Changes Lives: 12 Mindset Tools for Igniting the Love of Learning](#)

Institute for Productive Tension: T. Falcon Napier

- website: <https://www.productivetension.com/>
- **Pay Attention to Tension** with T. Falcon Napier On You Tube
- **Using Productive Tension** with Dr. Wayne Buckhanan On You Tube

[Adaptive Space](#): Michael J. Arena, PhD

[The Art of the Long View](#): Peter Schwartz

Baldrige Criteria:

- www.nist.gov/baldrige
- Iowa: <https://iowaqc.org/>

[Who's responsible for What? Your Strategic Plan](#): Lorna Shepard, Sep 06, 2018

<https://onstrategyhq.com/resources/whos-responsible-for-what-how-to-structure-your-strategic-plan/>

Mintzberg, H. (1994) [The Rise and Fall of Strategic Planning](#), New York, The Free Press
Mintzberg, H. , J. Jorgensen, et. Al. (1996). Some Surprising Things About Collaboration – Knowing How People Connect Makes it Work Better. [Organizational Dynamics](#). 25, 60-71

Bethune, Gordon with Scott Huler: [From Worst to First \(behind the Scenes of Continental's Remarkable Comeback\)](#). John Wiley & Sons, Inc., New York, 1998.

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WRAP-UP

Ahas



Learnings



Areas for Continued Learning



MY Next Step Is _____

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Thank You
And Best Wishes
for You and Your
Organization's
Future Advancements