Leadership
Vision and Strategy
Agenda Overview

- Opening Exercise - WHY...?
- Transformational Leadership
- Leadership Vision
- Tools for Strategic Planning
WHY....?

WHAT IS YOUR WHY?
Lead...

- To guide on a way, especially by going in advance
- To provide a course or direction
- To serve as a channel for
Transform...

- To change in composition or structure
- To change the outward form or appearance of
- To change in character or condition
“Vision” - Defined

• Future-focused, outlines what you aspire to be

• A source of inspiration, used to guide decision-making

• How you seek to transform the world around you
Levels of Vision

- Organization
- College/VP
- Department
- Individual/Role
Defining Yours…

What is your vision for your area?

- What will be the distinctive strengths that make your area known as a leader nationally and/or globally?
- What things will be foundationally distinctive about your area?
- What will set you apart from others?
Defining Yours...

Share about your vision...

- How clearly can you describe it?
- How easily can the others envision it?
- What questions arise about it?
- What else do you need to know?
In Pursuit of the Vision

Tools for Strategic Planning
Strategic Planning Model

- Current State Assessment
  - Environmental Scan
- Needs & Expectations
  - Stakeholder Analysis
- Strategic Alignment
  - Linkages to Organizational Strategic Plan(s)
- Strategy Definition
  - Key Objectives
  - Supporting Goals
Environmental Scan

- What external challenges currently exist or will be facing your unit in the next 5 years?
- What are the external opportunities?
- What internal challenges currently exist or will be facing your unit in the next 5 years?
- What are the internal opportunities?

** Which challenges and opportunities do you have the ability to influence? **
Stakeholder Analysis

• **STAKEHOLDERS**
  • Who are the key stakeholder groups for your organization?
    • These are groups of people who have a vested interest in your services, and who have some stake in your success.

• **EXPECTATIONS**
  • What are the key expectations each stakeholder group has of your organization?
    • These are the key interests they have in what you do and how you do it - what is most important to their unique perspective?
Key Linkages...

In what ways does your area support objectives or goals outlined in the university or college/division strategic plans?
Strategies and Goals

**Strategic Pillars**
- What are the key themes or areas of attention where notable progress will propel your organization forward?
- Four to six key areas of focus that are key requirements to achieving your overarching strategy.

**Goals**
- You should set 3 levels of goals in support of the strategic objectives
  - Long-term: 5+ years
  - Mid-range: 3-5 yrs
  - Short-term: 1-3 yrs
Leading Change...
During any change, certain things come to an end in order to accommodate the change. This initial phase explores what is ending, what things may be lost, and what needs to be let go.

The second phase of the change process refers to the period in which people are transitioning through resistance toward exploration. We’ve determined what is changing, but we haven’t accomplished the change yet, and there may be a large degree of disorientation or distress. Many things remain to be figured out, and the direction may seem unclear.

The last phase of change brings us to the point where people begin to have confidence and show commitment to the change. Roles and responsibilities are defined and embraced, resources are utilized for learning and teamwork, and results begin to become evident.

- from *Managing Transitions*. (Bridges, 2003)
Keys for leaders...

- Deal with your own needs
- Be open and transparent
- Respect individual reactions and needs
- Communicate clearly and often
- Involve others
- Monitor processes and progress - adjust as necessary
Questions?

Discussion?