



Stepping Up to Leadership™

Briefcase Basics Workplace Leaders Vol. 1 Iss. 8

Strategic planning is more important today than ever before. This is due to increased competition between companies for market share and consumer dollars. It plays an important role in management decisions. Here are some steps and levels of strategic planning:

Steps for Planning Objectives

- **Determining.** Assessing what the present state you're in and what future state you're targeting.
- **Sequencing.** Determining and ordering the steps you need to proceed.
- **Timing.** Identifying and planning for time limits or deadlines.
- **Integration.** Putting it all together.

Three Levels of Strategic Planning

- **Corporate.** What business or businesses should we be in?
- **Business.** How should we compete?
- **Functional.** How do we support each business level?

If done well, objectives will be clearly and properly defined which will form an integrated network of objectives or a means-end chain. A means-end chain is when higher-level objectives are linked to lower level objectives which serve as a means for accomplishment. Goals at a lower level must be achieved in order to reach goals at the next level.

Characteristics of Management by Objectives

- Specificity
- Participative decision making
- Explicit time period
- Performance feedback

Corporate Culture

Corporate culture is like an individual personality that the organization takes on and demonstrates through its behaviours, beliefs, and values.

It is a system of shared understanding within an organization that determines, to an extent, how employees act. Individuals within the organization are rewarded when they adopt and support the corporate culture and may feel dissatisfied or excluded when they do not.

Building blocks of organizational culture

- Control
- People focus
- Open-systems focus
- Group emphasis
- Means-end chain
- Unit integration
- Risk tolerance
- Member identity
- Conflict tolerance
- Reward criteria

Five Stages of Group Development

1. **Forming:** Uncertainty.
2. **Storming:** Inner group conflict.
3. **Norming:** Group structure solidifies.
4. **Performing:** Fully functional.
5. **Adjourning:** Group concludes their activities as their shared tasks are finished.

Mentoring

Mentoring is the process of assisting another to move forward and develop in their career and professional life. It is more than just being a role model. Mentoring also requires a strong ethical stance to ensure all actions are undertaken with the protégé's best interests in mind.

To be a great mentor...

- See it as an opportunity
- Take initiative
- Do not overload
- Be generous with praise
- Be gentle
- Be patient

Transactional Leaders vs. Transformational Leaders

Transactional Leaders guide or motivate followers in direction of goals by clarifying role and task requirements.

Transformational Leaders pay attention to the needs of the individual. They stimulate awareness by helping the individual look at old problems in new ways, which inspires individuals to put out extra effort to achieve group goals.

Characteristics of Good Leaders

- Self-confidence
- Vision
- Ability to articulate vision
- Strong convictions about vision
- Behavior that is out of the ordinary
- Appearance as a change agent
- Sensitivity to environment

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