Session 3:
STRATEGIC LEADERSHIP AND CHANGE

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LEADERSHIP TRAITS

• DEMONSTRATE CHARACTER AND INTEGRITY

• DEMONSTRATE ASSERTIVENESS

• OPEN TO ACCEPT CHALLENGES

• WILLINGNESS TO GO BEYOND ONES’ COMFORT ZONE

• EDUCATION

• PREVIOUS TRAINING EXPERIENCES

• HAVE UNDERGONE MENTORSHIP

• A WELL ROUNDED CITIZEN
IDENTIFYING LEADERS: STYLE ONE
THOSE WAITING FOR THINGS TO HAPPEN

• WAY TOO LAYBACK
• LACKS INITIATIVE
• RELIES ON OTHERS
• ACCEPTING THE STATUS QUO

• COMPLAINS AND CRITICIZES
• SIDE-SHOWS
• JUMPS TO CONCLUSION WITHOUT EVIDENCE
IDENTIFYING LEADERS: STYLE TWO
THOSE WHO MAKE THINGS HAPPEN

- Bold and full of initiatives
- Not content with the status quo
- Dreaming big with bold ideas and actions
- Daring into the unknown
- Inquisitive mind
- Takes initiative and accepts responsibility
STRATEGIC LEADERS

• SETS OUT WITH A VISION – COMMANDERS CONCEPT
• UNAMBIGUOUS OBJECTIVES
• IDENTIFIES CONSTRAINTS
• DELINEATES TASKS AND DELEGATES RESPONSIBILITIES
• MATRIX OF NEEDED RESOURCES
• LEVERAGES PARTNERSHIP
• FLEXIBLE AND ADAPTABLE
STRATEGIC LEADERS......

• LISTENS AND PRONE TO CORRECTION AND CRITICISM

• ACCEPTS VARYING OPINIONS

• DISCIPLINE TO BE TOLERANT YET UNAFRAID TO DECIDE ON BEST FEASIBLE OPTION
CHANGE AND/OR TRANSFORMATION

• CLARITY OF THE PAST AND PRESENT
• FULL UNDERSTANDING OF PATH TO HOW WE GOT HERE
• HAS A CLEAR VISION
• LAYS OUT CLEARCUT OBJECTIVES
• BENCHMARKS ON PROGRESS
• IDENTIFICATION OF RESOURCES
• EFFICIENT USE OF SCARCE RESOURCES
• REVIEW OPTION
STRATEGIC SKILLS SET/Critical Skills

• ANALYSIS AND CONCEPTUAL UNDERSTANDING
  Thinking outside the box

• VISION OF THE FUTURE
  Must know where you want to go

• MISSION/OBJECTIVE
  Identifiable and unambiguous

• IDENTIFYING TASKS
  Avoiding confusion and overlapping
STRATEGIC SKILLS SET/Critical Skills....

• ADAPTABLE AND FLEXIBLE
  Avoiding rigidity

• ADD ANOTHER CHAIR (EJS – ARMED FORCES DAY, LIBERIA 2009)
  Be prepared to diffuse unnecessary tension and avoid confusion
CONCLUSION

• Strategic leaders lead by learning to follow

• Strategic leadership embodies the characteristics of integrity, accountability, dialogue but refuses to get bogged down;

• Strategic leaders operate within a environment of exchanges, vision, and know where they want to go

• Strategic leaders untangle routine performances for more challenges and opportunities

• Strategic leaders establish benchmarks and assess performances including self criticisms

• Strategic leaders avoid reinventing the wheel and leverages partnership