



WORKBOOK

Strategic Leadership



TABLE OF CONTENTS

02 Defining Success

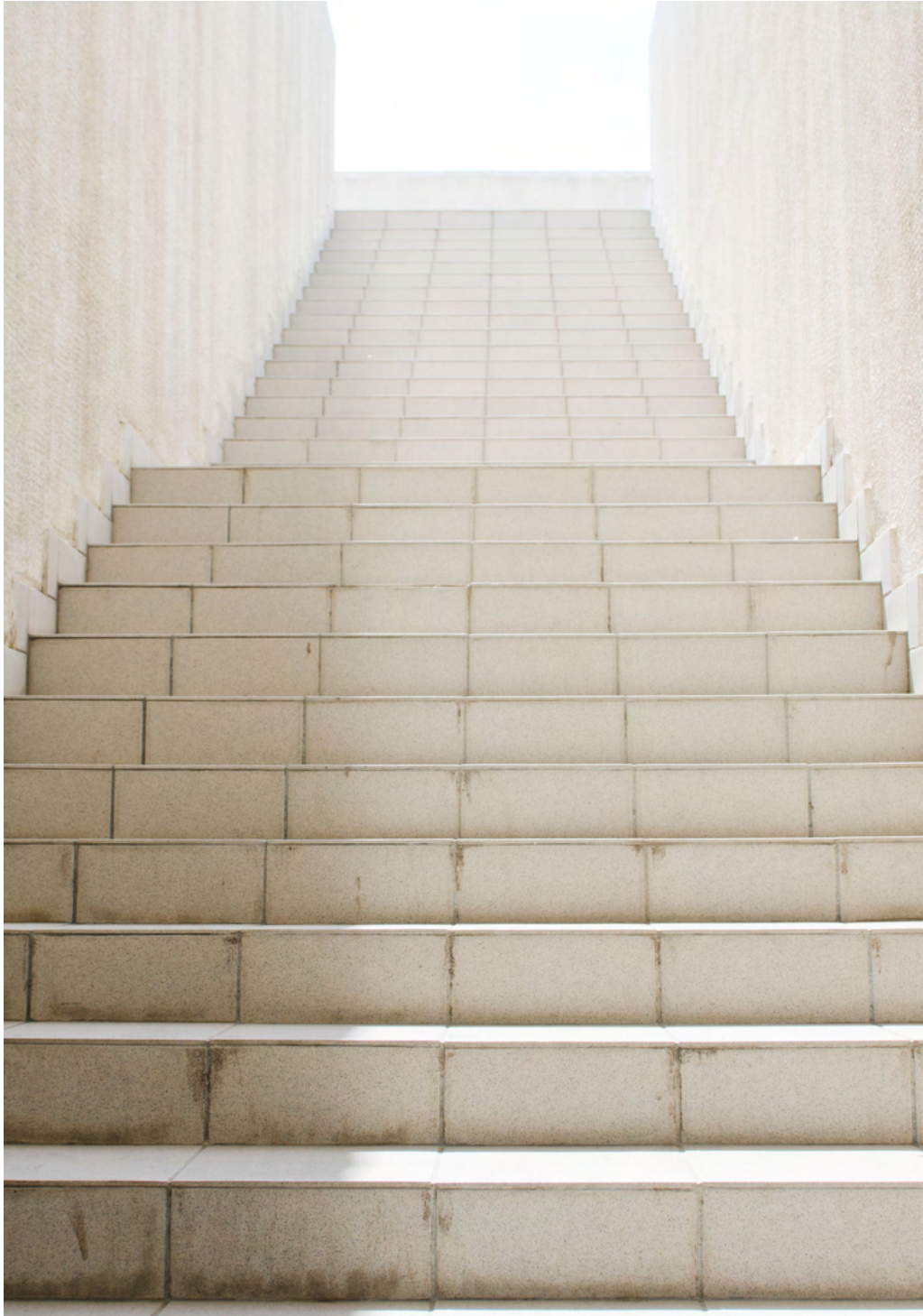
- 04 Goal Setting
- 06 Vision - Mission
- 09 Objectives - Priorities

11 Organizing for Success

- 15 Team Roles
- 16 Succession Planning
- 17 Mentoring and Development
- 18 Rules of the Road

20 Implementation and Assessment

- 22 Operating Rhythm
- 25 Decision Space
- 29 Critical Information Requirements (CIR)



Defining Success

- » Goal Setting
- » Understanding Vision Statements
- » Crafting a Mission Statement
- » Creating Meaningful Objectives & Priorities

Goal Setting

PERSONAL GOALS (6 MONTHS)

--

TEAM GOALS (6 MONTHS)





--

METRICS

--

Vision - Mission - Objectives - Priorities

What's the difference?

VISION 	What does the organization want to achieve? What is success in two to five years?
MISSION 	A concise expression of the organization's purpose that sets the tone for the organization and is the effect of the vision.
OBJECTIVES 	What are the specific, quantifiable, goals and actions that will lead to success for the organization?
PRIORITIES 	What are the initiatives that link directly to the organization's objectives that you and your team will work on daily/weekly/monthly?

Vision Statement

A **vision statement** describes the desired **future position** of the organization.

- » What we want to be, when we want to be it, with a specific outcome
- » Does not say how to get there, but sets the direction
- » Specific and realizable: involves change, looks to the future, and identifies market space



Our vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.



Albertsons is a unified team of energized associates obsessed with creating the world's number one food and drug retailer in the areas of Market value, scale, profitability, customer service and associate satisfaction.



Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.

Mission Statement

A **mission statement** describes the **what and why** we exist. It focuses on the present state.

- » Seeks to define culture, values, ethics, and fundamental goals, and how these apply to its stakeholders
- » What the organization does and why it does it
- » A company's stakeholders use this statement to align their goals with that of the company



American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors.



National Multiple Sclerosis Society: We mobilize people and resources to drive research for a cure and to address the challenges of everyone affected by MS.



Doctors without Borders (Médecins Sans Frontières) works in nearly 70 countries providing medical aid to those most in need regardless of their race, religion, or political affiliation.

Vision and Mission

VISION

MISSION

Objectives and Priorities

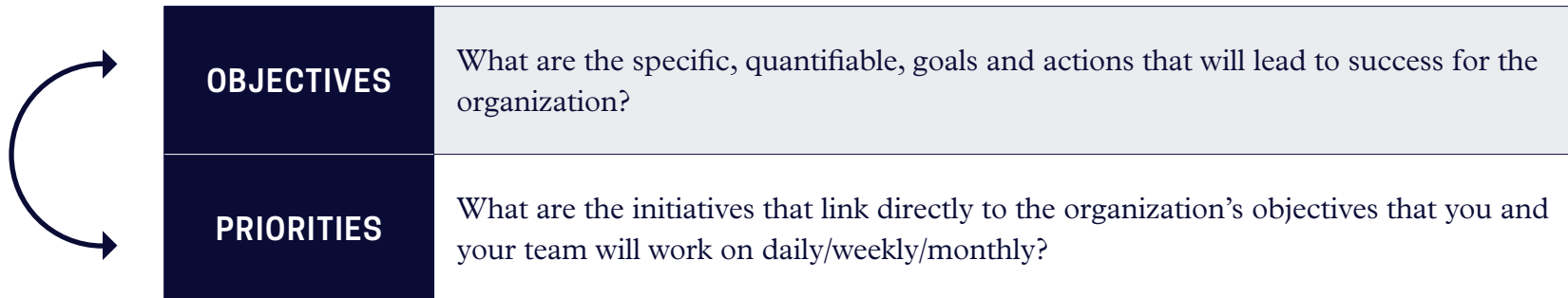
How will your team know when it is succeeding?

- >> What the organization will accomplish - stated as outcomes

Time-bound (ex. three years with annual and quarterly increments)

Quantifiable: KPI (metric + value + time)

Clearly **articulate** the moves the team is making in-line with strategy to achieve objectives



Objectives and priorities should be explicitly linked
and directly affect each other

Objectives and Priorities

OBJECTIVES	1.	2.	3.
PRIORITIES	» » »	» » »	» » »



Organizing for Success

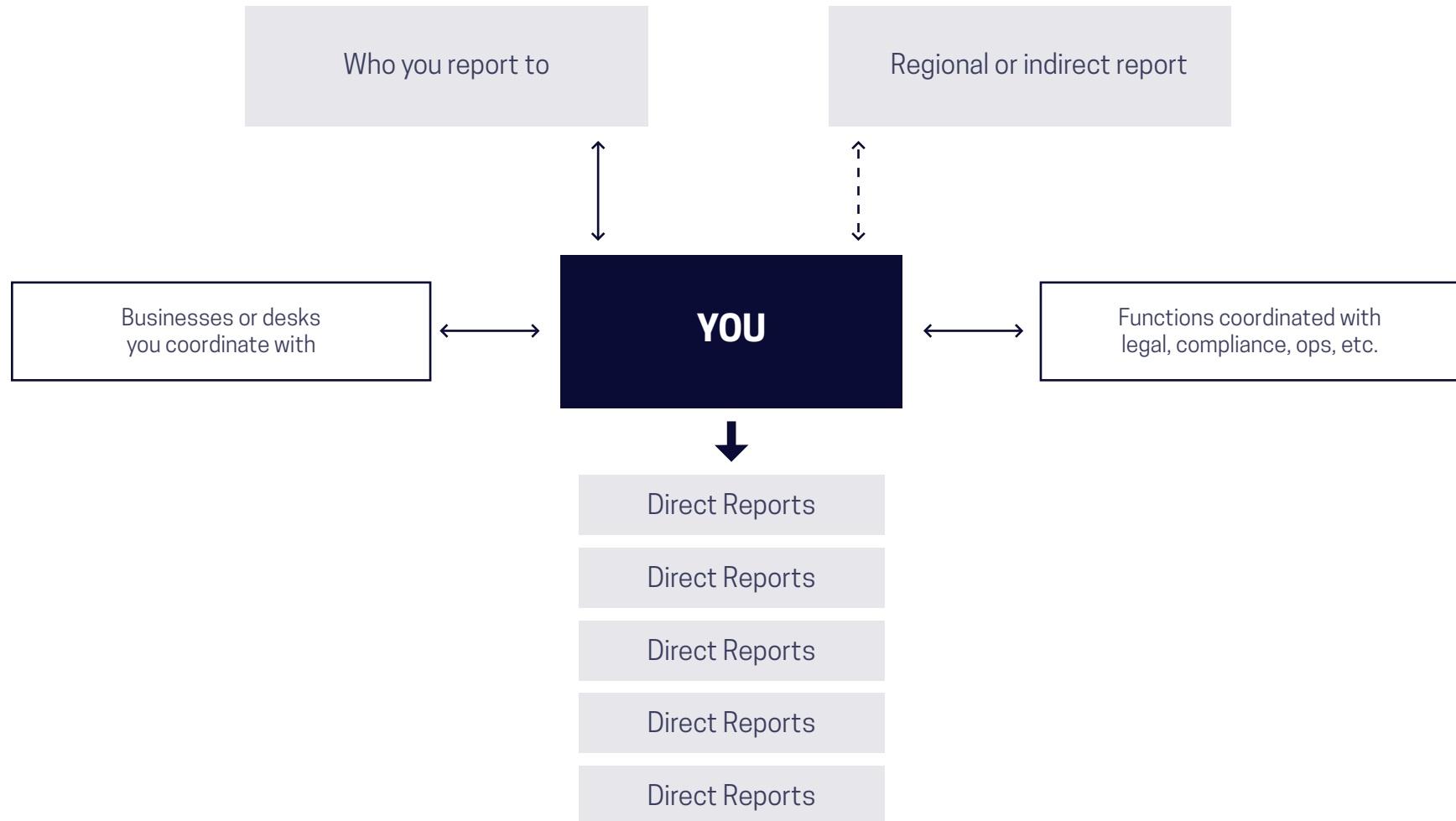
- » Structure and Challenges
- » Team Roles
- » Succession Planning
- » Mentoring & Development
- » Rules of the Road

Business Structure and Problem Areas

SPAN OF CONTROL	<ul style="list-style-type: none">» Look at your organization and determine if it is properly structured to support supervisory and developmental needs of your people, as well as, evaluate if it is the most effective way to run your business. For example, if you have 15 direct reports, look for ways to structure your talent in the most effective manner.
CHAIN OF COMMAND	<ul style="list-style-type: none">» Do your people have multiple reporting lines?» How do you mitigate communication turbulence across command lines and geographical distance?
CAPABILITY/ RANK MISMATCH	<ul style="list-style-type: none">» Identify gaps between training, capability, and execution within your team. Where do you see areas for development or areas for increased responsibility?
REGULATORY RESPONSIBILITIES	<ul style="list-style-type: none">» Are you structured in a way that facilitates proper front/back office synchronization?» How do you deal with unexpected requirements and distractions?

EXAMPLE STRUCTURE

Business Structure and Problem Areas



Business Structure and Problem Areas

*Construct your business structure.
Highlight connections in red to display problem areas.*

YOU

Team Roles

- » What roles and responsibilities will each individual on your team have?
- » Have you communicated these roles and responsibilities?
- » Do you have a shortfall or excess personnel?

DIRECT REPORT	ROLE	SECONDARY ROLE

Succession Planning

- » Do you have a succession plan for your position?
- » What is your development plan for each of your direct reports?
- » What are you doing to develop your people?

	YOU		
	⇩		
DIRECT REPORT			
PLAN			

Mentoring and Development

- » What are the mentor/mentee expectations?
- » What are the mentee's professional challenges?
- » What are their short-term development versus long-term development goals?
- » What are the preferred methods of communication and cadence?

DB DEVELOP POC:
LD PROGRAM POC:
PEOPLE STRATEGY POC:

Rules of the Road

Opportunity to transmit self-awareness & vulnerability

- » **EVERY ONE OF YOU ARE LEADERS.** There are opportunities to lead at every level of your career, and leadership happens on a daily basis. You will have constant opportunities to show leadership—utilize them.
- » **LEADERS CAN'T HAVE A BAD DAY.** I try to lead by example, and I expect you to as well. If you react poorly to a bad situation, then you are setting the new standard for the team. It's unproductive and unprofessional. Remember, your team sees everything and will react.
- » **I AM ALWAYS ACCESSIBLE.** Regardless of what you heard I am here to assist you or provide guidance as needed. I will set up empty space in my calendar specifically for this purpose.
- » **BAD NEWS DOES NOT GET BETTER WITH AGE.** I will not shoot the messenger and I expect that you will not either. If you come to me with problems, have solutions in mind. You are all in leadership positions. Good leaders react well and are immediately thinking how to resolve the crisis as soon as it appears.
- » **PHASE I / PHASE II DECISION MAKING.** I will rarely make decisions in a vacuum, though I reserve the right to if needed. I will do the best I can to get as much information and gain consensus if possible. That is called Phase I decision making. During Phase I, I expect and encourage honest, hard confrontation if needed to get to the best solution. When I go to Phase II and the decision is made, I expect everyone to be onboard and execute.
- » **EYES ON, HANDS OFF.** I do not want to micromanage your business—please don't give me a reason to. This is the only way that we will accomplish everything that we need to.
- » **COMMUNICATE FREQUENTLY, UP, DOWN, AND Laterally.** Knowledge is not power. Knowledge distributed is power. If we are to move ahead, we have to change the way we communicate. To accomplish this, we must include as many voices as possible in our strategy and decisions. This is not easy and will be uncomfortable at first, but in the end we will see big dividends.
- » **DEVELOP YOUR PEOPLE.** Too many times we get caught up in the daily fight, and fail to properly develop our directs. It is imperative that this become a priority if we expect to move forward and retain critical members of the franchise. I will be sending out development opportunities and expect participation.



Implementation

- » Operating Rhythm
- » Calendar Analytics
- » Decision Space
- » Critical Information Requirements

Implementation

OPERATING RHYTHM	<ul style="list-style-type: none">» What is your team's meeting schedule?» How do you and your team manage your personal and collective time?
DECISION SPACE	<ul style="list-style-type: none">» What is each employee's decision space?» Is it defined by monetary value or another factor?
CRITICAL INFORMATION REQUIREMENTS	<ul style="list-style-type: none">» What information do you need to know as a leader to facilitate timely decision making?» Does your team know these info requirements?

Operating Rhythm

Determine Information Requirements

Look for a correlation between information requirements and current organizational objectives. If they don't match, do your information requirements or objectives need to change?

Inventory Current Meetings

Look at how you are spending your time. Identify the major information outputs from meetings that you attend and categorize to find gaps or overlap.

Identify Delta:

INFORMATION REQUIREMENTS



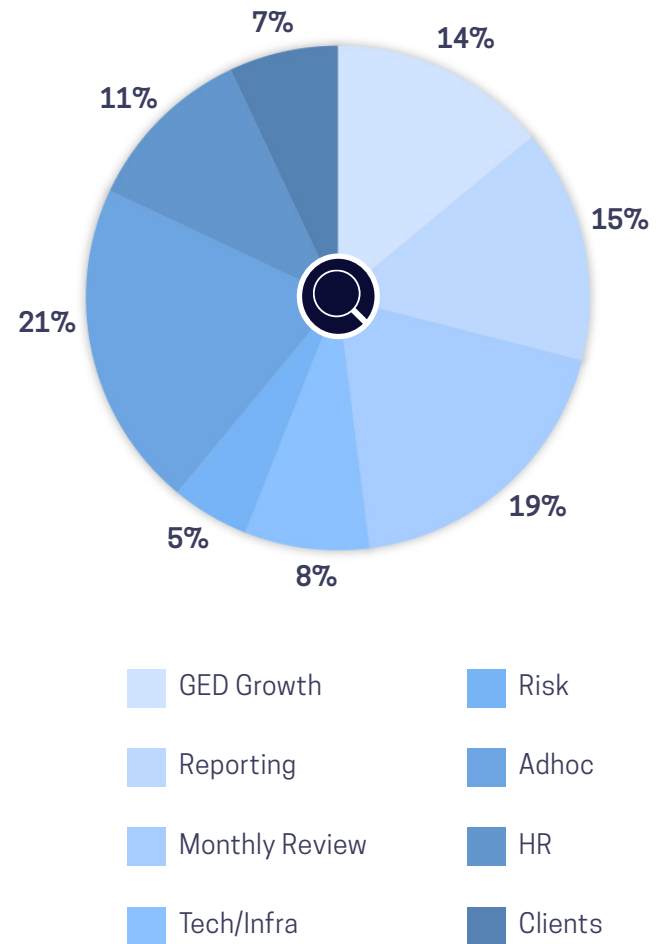
CURRENT MEETINGS

- Identify key stakeholders or clear objectives that are missing
- Eliminate meetings that exist in legacy form after the problem has been solved
 - Find changes in problem set and adjust accordingly
 - Improve cross-functional collaboration
 - Link strategy to execution

Calendar Analytics

Does your schedule align with your priorities?

CURRENT PRIORITIES



Operating Rhythm

Meeting “6-Blocker”

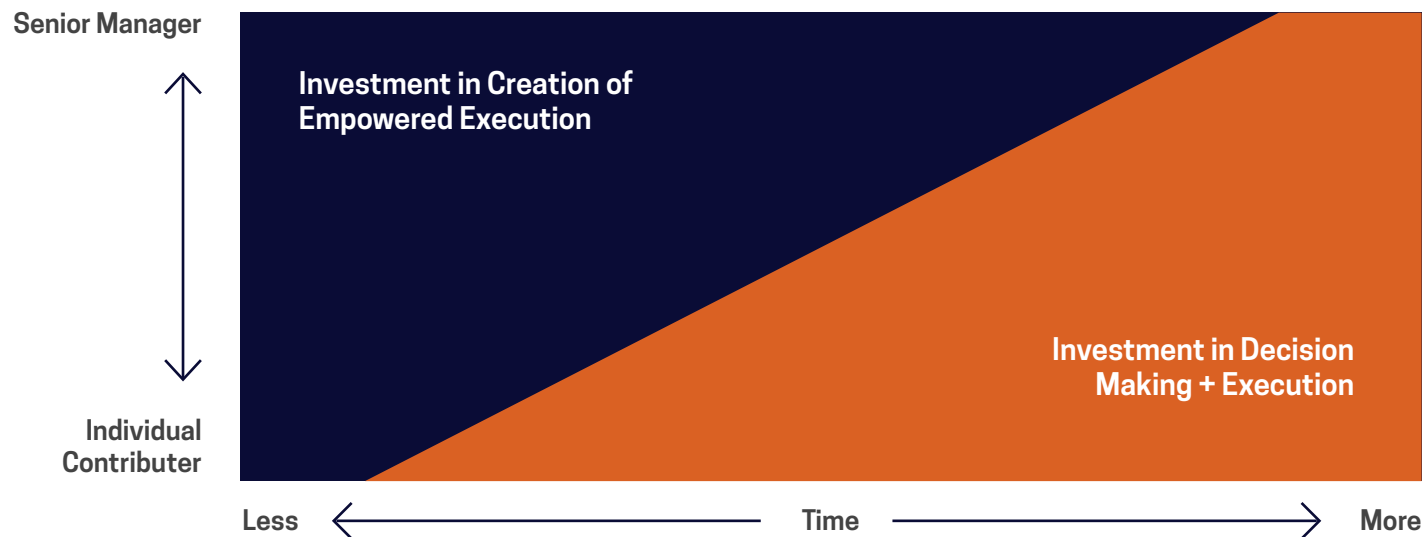
PURPOSE OF MEETING	FREQUENCY, LOCATION, AND FORMAT	AGENDA
MEETING OWNER, ORGANIZER, AND ATTENDEES	PREPARATION REQUIREMENTS	EXPECTED OUTCOMES

Decision Space

Authority at all levels

Decision space is used to define the authority at each level of leadership to make designated decisions. It does not articulate responsibilities.

- » Enables leaders to take an “eyes on, hands off” approach
- » Empowers and protects decision makers to operate freely and efficiently



Defining Decision Space

To articulate your decision space, consider which decisions you, and only you, will make because:

- » You are required to make them based on your position
- » You are xxx, and based on your unique set of skills, knowledge, visibility, and experience, you should make them
- » You choose to retain authority for them

EXAMPLE CATEGORIES

- Strategic Direction
- Customer
- Employees
- Communications / Messaging
- Product
- Plan / Budget Execution
- Funding Requests
- Staffing
- Innovation
- Pricing
- Partnerships
- Acquisitions / Divestitures
- Corporate Policy

EXAMPLE BOUNDARIES

- Time – available, required, horizon impacted
- Resources
- Risk or opportunity
- Accountability & stakeholders
- Functional expertise
- Legal/policy implications
- Complexity

EXAMPLE

Intuit CEO Personal Decision Space

STRATEGIC DIRECTION

- Changes to company mission, values, strategy
- Portfolio Management: acquisition, divesture, new geography
- Cancellation of key initiative with multi-BU/FG dependency
- Start of any multi-BU/FG Initiative

CUSTOMERS

- Brand decisions and guidelines (delegated to CMO)
- Major service outages (delegated to CTO)
- Any decision that impacts plan/forecast > 5% (or causes earnings restatement)
- CEO fund allocation

EMPLOYEE/CULTURE



- VPs and above: hiring, promotion, transfer, terminate
- Restructure of workforce > 50 employees
- Incentive Performance Plan recommendation to board

SHAREHOLDERS

- Expense variation ~\$25 million included in plan (with CFO)
- Expense variation +/- \$5 million not in plan (with CFO)
- Action plan to remediate/close above GAP (with CFO)

Identify Decision Space

Find what needs to be delegated or elevated to others

<p>PERSONAL DECISION SPACE</p> 	<p>>> DECISIONS ONLY I CAN MAKE</p>
<p>DELEGATIONS</p> 	<p>>> DECISIONS I DELEGATE TO SUBORDINATES</p>
<p>ELEVATIONS</p> 	<p>>> DECISIONS I HAVE TO ELEVATE HIGHER FOR APPROVAL</p>

Critical Information Requirements

How to operationalize decision space

- » Information that is critical in timely information management and decision making that impacts the success of your mission/goals
- » Affords the opportunity to receive the information necessary to make timely decisions in the execution of your priorities
- » Provides focus for the team to provide the right information at the right time to enable decisions

TEAM EXAMPLE

Critical Information Requirements

EVENT	REPORT TO:	REPORT WHEN:
Risk to a relationship with a Target 20 or Partner Account	Manager	Immediate
Potential regulatory or compliance violation	Manager	Immediate
Booking error >100K or >1 day	Manager	By Next Day
Risk of key personnel leaving	Manager	By Next Day
P/L in a single name >500K	Deputy	Immediate
Potential new trade >500K vega	Manager	By Next Day
Significant changes to risk (to be defined)	Deputy	Immediate
Conflict between trading and sales that could effect future business	Deputy	By Next Day
Platform outages that affect the ability to trade or manage risk	Deputy	Immediate
Large missed trades with Target 20 or Partner Account	Manager	By Next Day
Family loss/emergency	Manager	Immediate

Critical Information Requirements (CIRs)

EVENT	REPORT TO:	REPORT WHEN:

McChrystal Group

McChrystal Group helps you drive the results that matter by unleashing the power of your teams. That's why we've been helping organizations get their teams working better, smarter, and faster for over a decade. Forged in combat and proven across industries, we use our Team of Teams® framework to help you get the most out of your teams, turning them into powerful engines of meaningful change.

Visit us at mchrysalgroup.com.