



# STRATEGIC LEADERSHIP

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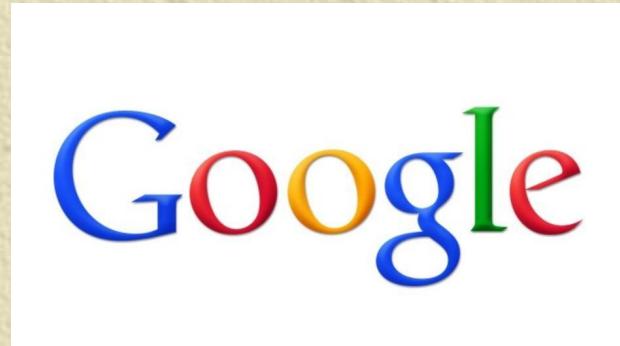
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# Leader - Leadership

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## **EVERYBODY IS TALKING ABOUT LEADERSHIP**

- ★ If you Google the word *leader* you get  
appr.922.000.000 results
- ★ If you Google the word *leadership* you get  
appr.462.000.000 results.



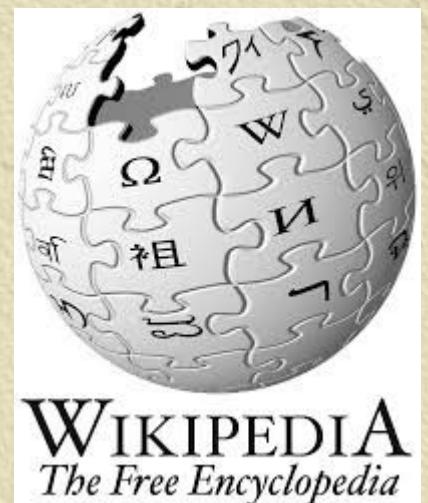
# Leader - Leadership

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- ★ On Amazon.com there are over 480.000 books whose topics are related with leaders & leadership



- ★ In Wikipedia, 9 theories of leadership and 11 different types of leaders are named.



# Strategy & Leader

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❖ *Strategic leaders think, act and interact in ways that are deliberately focused on creating sustainable competitive advantage for the organization*

# Strategy & Leader

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*Strategic leadership is the art of  
accomplishing more than the science  
of management says possible*



Source: Collin Powell, A Leadership Primer,  
SlideShare

# Strategy & Leader

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❖ *Strategic leaders fit no stereotypes, don't chase the latest management fads. The situation dictates which approach best accomplishes the leader's mission.*

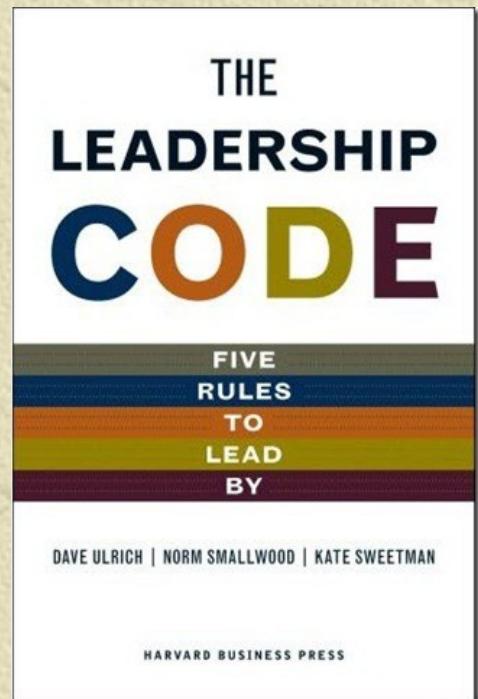
# Leadership Code

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★ A need to simplify and synthesize rather than to generate more complexity and confusion?



L PERSPECTIVE  
**Dave Ulrich**  
Professor of Business at the University of Michigan  
talks on  
The Leadership Code



# THE LEADERSHIP CODE

## HUMAN CAPITAL DEVELOPER

Rule 4:  
Build the next  
generation.

Individual

## TALENT MANAGER

Rule 3:  
Engage today's talent.

Long-Term  
Strategic

## STRATEGIST

Rule 1:  
Shape the future.

Organization

## PERSONAL PROFICIENCY

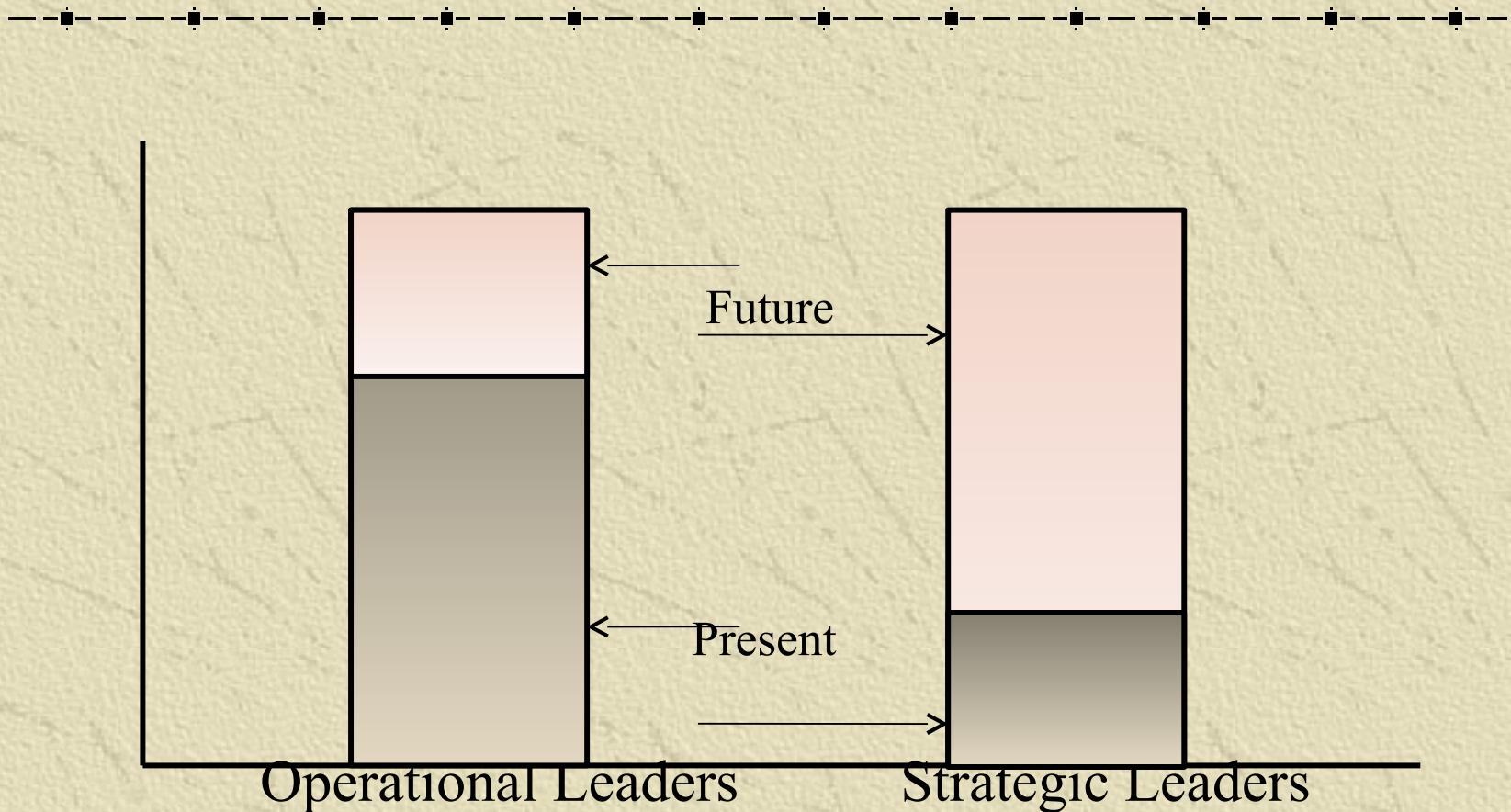
Rule 5:  
Invest in  
yourself.

Near-Term  
Operational

## EXECUTOR

Rule 2:  
Make things happen.

# Time Orientations of Leaders



# Who is the Strategic Leader?

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## ❖ Strategic Leader...

- ◆ is a *Strategist* that shapes the future.
- ◆ is a *Human Capital Developer* that builds the next generation.

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Strategic Leader is the “*People Intensive Change Leader*”.



**Definition of Democracy by Lincoln;**  
**“Government of the people, by the people, for the people”**

# Strategic Leader

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- ❖ S/He begins with the end in mind, by knowing what he dreams about accomplishing, and then figures out how to make it happen.



# Strategic Leaders

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**ENVISIONS THE FUTURE**



**ENLISTS OTHERS**

# Strategic Leadership

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- ❖ It differs from “ordinary” leadership in that
  - ◆ it has broad scope
  - ◆ its impact is felt over a long time in the life of the business
  - ◆ it often involves the creation of significant organizational change both inside and outside the organization

# Strategic Leadership

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- ❖ Strategic leaders understand that strategy is a learning process, rather than an event
- ❖ Effective strategic leadership involves a dynamic interplay between thinking strategically, acting strategically, building strategic relationships.

Source: Belinda Davies, <http://leadershipsolutions.co.za/>

# Becoming a Strategic Leader

Strategic Leadership

Strategic Competency

Strategic Thinking Skills

Command, Authority, Responsibility

Experience, Basic Skills, Knowledge

Values, Ethics, Codes, Morals, Standards



"Becoming a Strategic Leader" by Richard L. Hughes and Katherine C. Beatty (ISBN 0-7879-6867-6).

# Personal Traits for Strategic Leaders

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- ★ Openness to new experiences
- ★ Curiosity about the world & future
- ★ Enthusiasm and energy
- ★ Willingness to listen and learn
- ★ Ability to adapt rapidly to change
- ★ Willingness to ask the right questions
- ★ Innovativeness and creativity
- ★ Self confidence
- ★ Result orientation

# Leadership Differentiators

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- ❖ S/He has a change vision (a working one!).  
A vision that,
  - ◆ gives meaning to the changes expected of people
  - ◆ evokes clear and positive mental images of expected change
  - ◆ creates pride, energy and a sense of achievement
  - ◆ links change activities and performance results

# Leadership Differentiators (2)

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- ★ S/He has courage for doing the right thing
- ★ S/He gets everyone perform above average
- ★ S/He ensures that all activities are connected to customer / employee satisfaction
- ★ S/He has the ability to organize skills for flexibility & agility

# Leadership Differentiators (3)

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- ★ S/He has the skills of becoming more than a good manager
- ★ S/He has a mind-set of no excuse
- ★ S/He sustains and builds results over time
- ★ S/He builds the leader/teacher pipe-line for developing leaders for the future.

# Leader's Role in Change Process

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- ★ Establishes a Sense of Urgency
- ★ Creates a Guiding Coalition
- ★ Develops a Vision and Strategy
- ★ Communicates the Change Vision

AN ACTION PLAN FROM THE WORLD'S FOREMOST EXPERT ON BUSINESS LEADERSHIP

## Leading Change



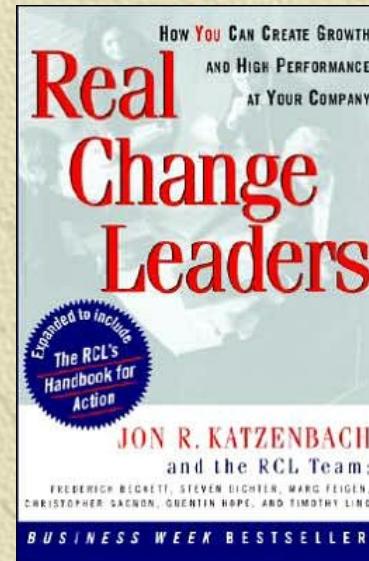
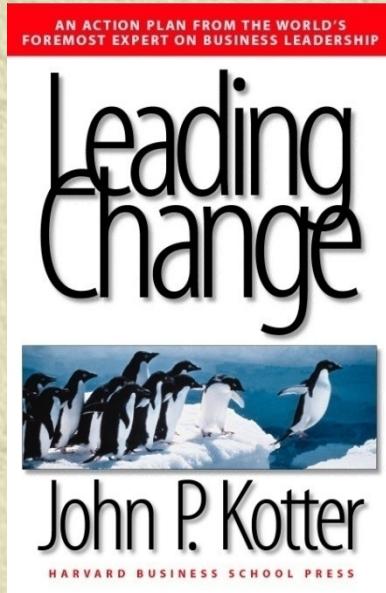
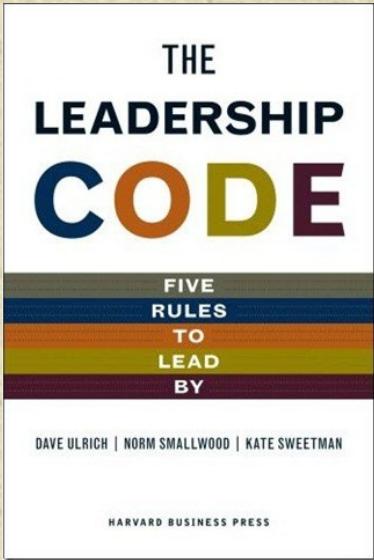
# Leader's Role in Change Process

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- ★ Empowers Employees for Action
- ★ Generates Short-Term Wins
- ★ Consolidates Gains and Produce More Change
- ★ Anchors New Approaches in the Culture

# References

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