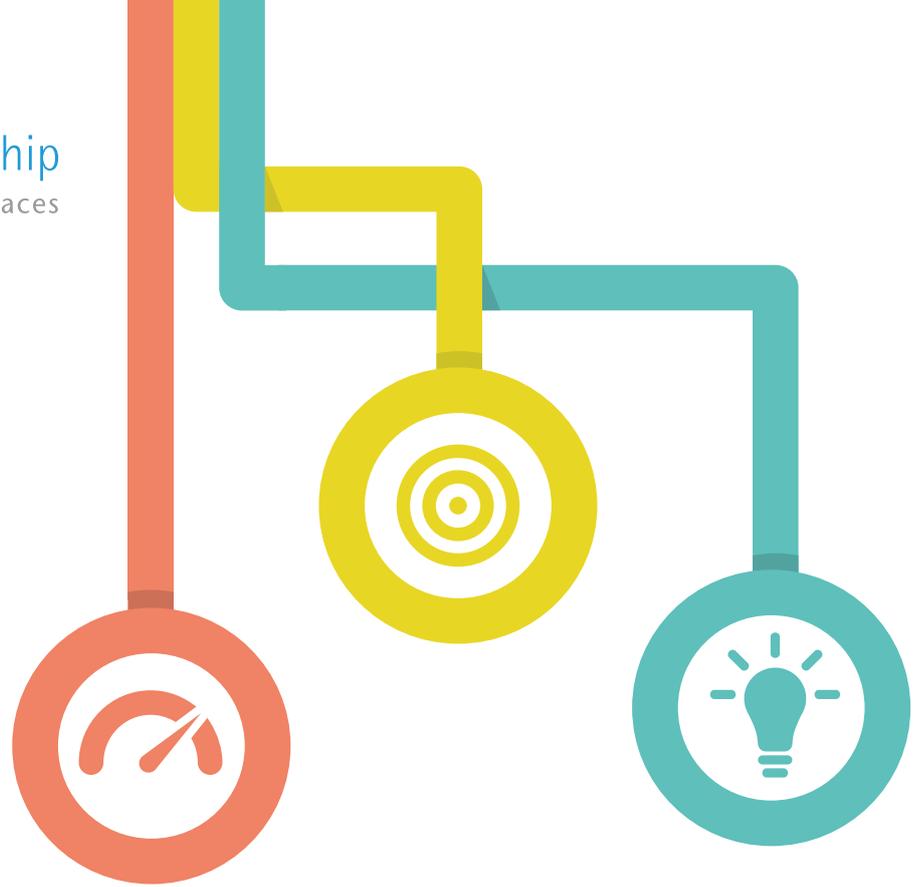




Leadership tools

Clarifying your picture of success and priorities



Leadership today is less about problem-solving in a logical, systematic way and more about helping people understand and deal with uncertainty and complexity. Turbulent, unpredictable business environments throw up a range of challenges and paradoxes that need to be effectively managed.

Examples of such dilemmas and paradoxes might include:

- How to maintain good relationships and decision-making in more complex, geographically dispersed environments
- How to keep staff motivated while at the same time asking them to do more with less resources
- How to balance short-term results with longer-term growth
- How to avoid decline and stagnation
- How to delegate decision-making and empower people without losing control
- How to balance the needs of stakeholder groups with different needs and agendas
- How best to manage internal politics to maintain healthy relations and organizational impact.

Each of these challenges also represents an opportunity if you maintain a positive mind-set based on the Path of Possibility™, and engage your strengths as well as those of your co-workers, to help you turn these challenges into good outcomes for you, the team and the organization.





Identify below the major changes/trends impacting the work area/organization you lead together the pluses and opportunities arising from changes. Next, note the challenges/dilemmas associated with the change, framing these as questions, e.g. “How do we manage with budgets that have been reduced by 10%?”, “How do we ensure we improve retention of key talent?” or “How do we build stronger connections with work areas we have had poor relations with in the past?”. Finally, think of possible solutions to these changes to ensure performance stays on track. It is important that you engage your staff in an open discussion about these changes/trends to find the best options to maximise the possibilities and minimise the problems/issues. Remember that effective leadership is about bringing in all the strengths, skills and experience of your co-workers rather than trying to solve all the problems yourself.

Key change/trend impacting work area/ organization	Pluses and opportunities arising from the trend/ change	Challenge/dilemma (framed as “how to...” question)	Possible solutions
1.			
2.			
3.			



Based on your analysis of the changes/trends impacting your work area/organization, draft a plan to communicate your vision, stretch goals and expectations for the next two years to your staff and stakeholders. This should include the following:

Picture of success (i.e. what we aspire to achieve)

Purpose (the value your work area/organization aims to provide in working towards the organization's vision and strategy)

Stretch goals for the next 2 years (maximum of 3-4 priority goals for your work area/organization)



Your expectations and guiding principles (the values, work standards and attitudes you require from all staff; ensure these are clear and illustrated with examples insofar as possible)

Key changes/trends impacting the work area/organization

Key challenges (reframed as a positive question)



Possible solutions (ways in which the pluses and opportunities arising from these changes can be maximized)

Team strengths and skills (strengths and skills we can leverage to help us deal positively with these changes/trends)

Risk mitigation (risks areas that need to be accounted for and how these can be effectively managed using our combined strengths and skills)



Success Measures (what we will be hearing, seeing and experiencing if we are successful). Try to identify measures associated with each of the four levels of performance so you aren't only focused on short-term, lag indicators of performance.



Strengths Partnership Ltd

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We have five consulting practice areas: Leadership Development, Organization Development, Team Development, Talent Assessment and Strengths Coaching.

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