

“Strategic leadership has greater relevance in organizations today with the uncertainty, complex environment, competition and pressure to have sustainable profits and value from shareholders”

(De Kluyver, & Pearce).

# PitStop

**Strategic  
Leadership**

**Matters  
Leadership**

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## STRATEGIC LEADERSHIP



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# \* Strategic Leadership

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## What is Strategic Leadership?

This is a term that has been used as a cliché in many engagements to the level of losing its meaning. What exactly does it mean?

- **Strategic leadership** is the leader's potential to express a long-term vision for the organization, department or unit, and go to the extent of influencing, motivating and persuading team members to own and drive that vision.

- **Strategic leadership** can also be simplified as leader's ability to utilize long term focus of the organization and unit they lead in leading their teams or simply the potential of the leader's influence on their teams in order to execute required organizational change.

Hope this simplifies the meaning and showcases that Strategic leadership is not the CEO's role or senior leadership role only but, the role of all leaders within the organization.

## What are the critical qualities to develop as a strategic leader?

- **Self-efficacy.** Strategic leaders need to understand themselves and their abilities but most important understand and lead their teams as a human being with potential and ability to transform that needs to be tapped. They must have a self-belief that they have what it takes to successfully transform their organization.
- **High Emotional Intelligence.** Strategic leaders must develop Emotional intelligence through understanding and managing their own moods, have empathy which is the ability of the leader to put themselves in their team's shoes and understand how they may feel or react to a certain situation.
- **High Locus of Control.** Locus of control is the extent to which the leader believes that consequences of events are either a result of their own behavior or determined by chance or by the influence of other people. Strategic leaders therefore must have high locus of control meaning that they believe that

they have a significant role in influencing and directing their lives to achieve their desired goals.

- **Articulate.** Strategic leaders must be able to communicate with clarity. Leaders must have the ability to communicate effectively and properly manage relationships in order to move their teams in desired direction. Strategic leaders must genuinely invest in the success of their team and organization.

**Strategic Leadership has components of long-term vision and leader's ability to influence the team to drive the vision.**

# \* Most Organizations are not Strategic



**Most Organization Seem Strategic but are not strategic in real sense.**

Many organization today seem to be successful in their current state and may not be able to survive the test of time. We have seen how these period of COVID-19 pandemic has sieved real strategic organizations from perceived strategic organizations and many even big blue-chip organizations have been uncovered as not being strategic. So why are these organizations not strategic?

- **They lack depth in their competitive context** - These businesses and organizations put a lot of focus on day to day short term operational issues like cost-cutting, issue/conflict resolutions, reconciliations, and day to day performance management and less attention to long-term strategic issues like competitor moves, customer needs, and technology trends.
- **They overcommit resources, institutionalizes mediocrity and cynicism** – These organizations do this by limiting the number of commitments they require and focusing all resources on a narrowed set of priorities, intentionally deprioritizing other efforts and most importantly they do not link their strategies to their budgets, creating a disconnect between their actual commitments and resources available.

- **They have traditional organization design** - These organizations are less keen on their organization architects, and are unable to take a systemic look at capabilities — processes, governance, culture, competencies, technologies, therefore lack the capabilities of building them into the organizational machine expressly designed for their intended strategy. This then impedes their efforts to translate their strategy into operational mechanisms and monitor day-to-day progress.

**To begin to win in Strategic leadership?**

- Organization leaders should ask and consider the below critical points:
- What does winning mean for them and your team?
- How will they unite and align their teams to its strategy?
- What roles and responsibilities do you require to establish in order to achieve both short- and long-term success?

**Strategic leaders must be able to communicate with clarity.**



## About PitStop

Pitstop is a Leadership publication of Step-Afrique Consultancy authored by Coach Gilbert (PhD Scholar) with the aim of Inspiring, teaching & coaching on matters leadership and how it shapes our society and world.

Get in touch for details on how we can create a Coaching & Training Plan for your teams and organization.

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