

# Stop! Strategy Time

Demystifying strategic leadership

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LeadDev Berlin, November 4, 2022

# How to be strategic

1. Have a strategy
2. Implement your strategy
3. Profit!

# Thank you

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# How to be strategic

1. Have a strategy
2. Implement your strategy
3. Profit!

A large, dense pile of papers, representing a to-do list. The papers are stacked high and appear somewhat disorganized, with many edges visible, creating a textured, layered appearance. The lighting is soft, highlighting the edges of the pages.

**Does this look like your pile of to-dos?**



**Are you swimming in useless meetings?**



**Are you trying to climb out of a pile of tactical work?**



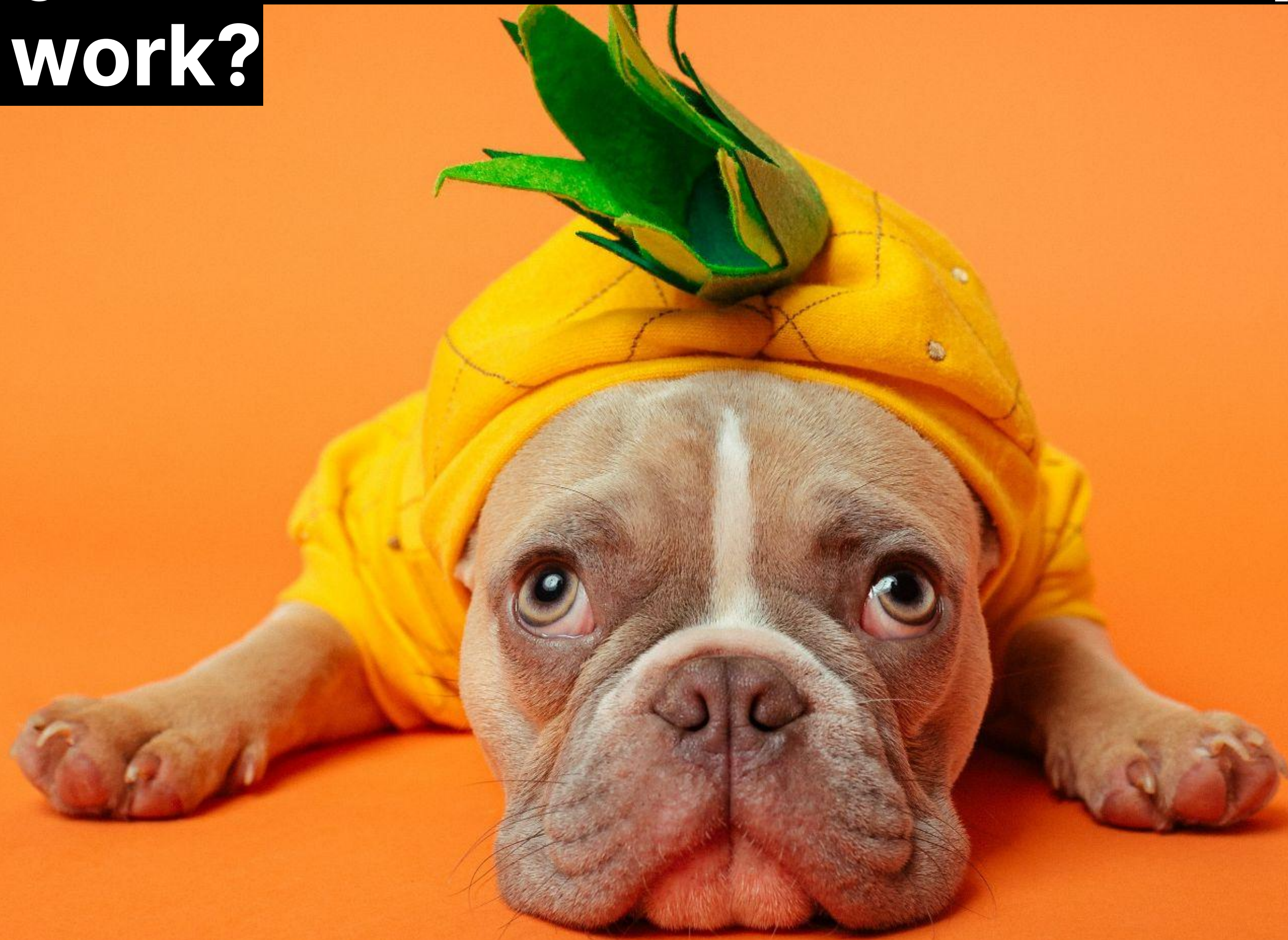
**Or aiming for a promotion?**



**Does your team have trouble making sense of priorities?**



**Does your team not understand the point of their work?**





**Are your teammates confused  
about direction?**



**Is your team trying to understand another round of changes that came out of nowhere?**

# Strategy

Big words

**What is**

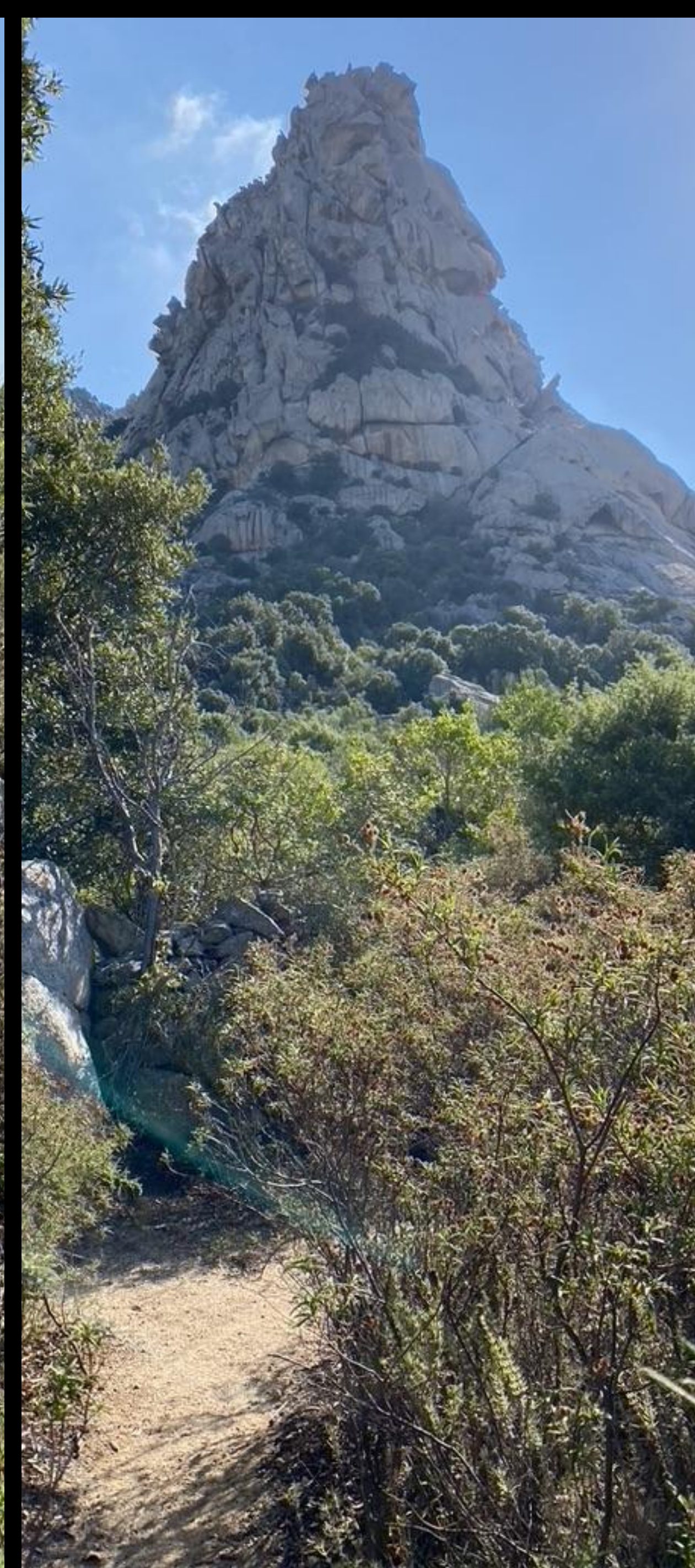
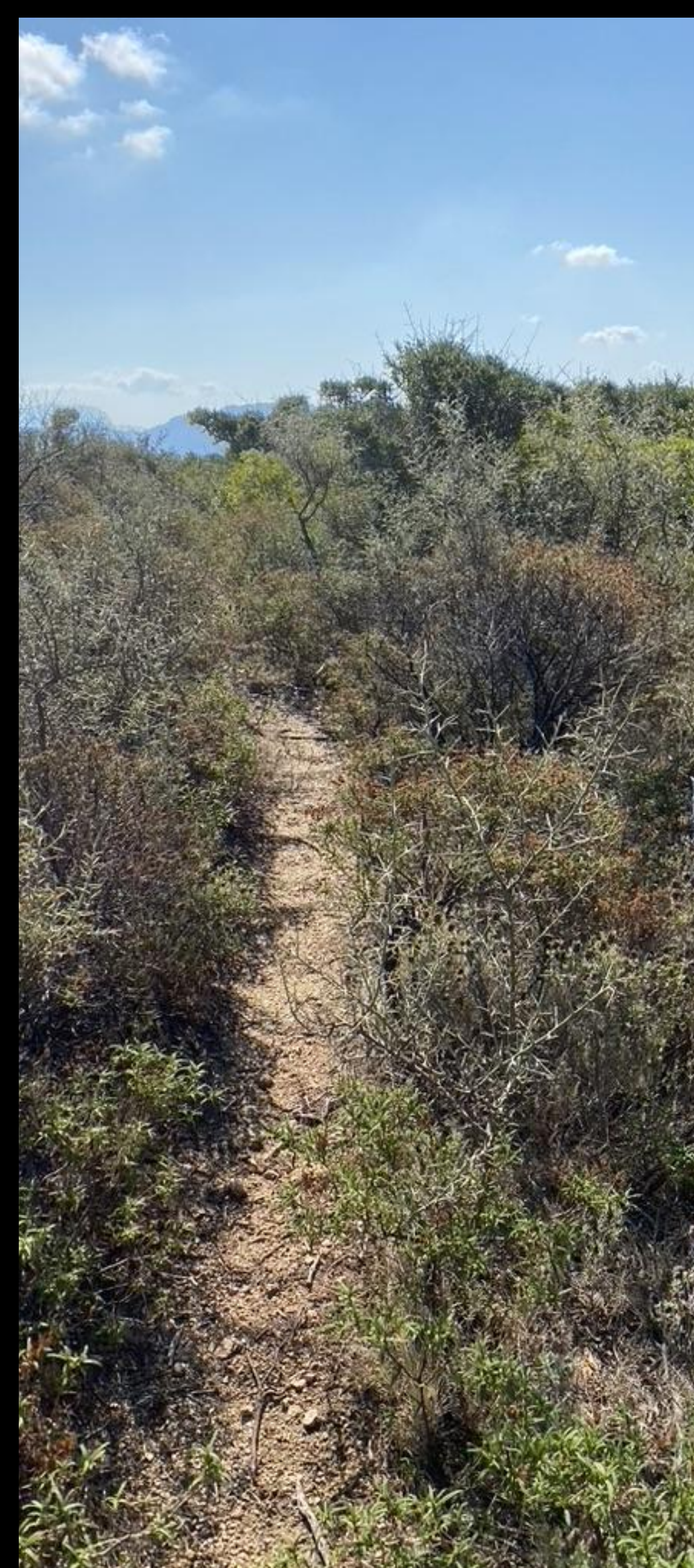
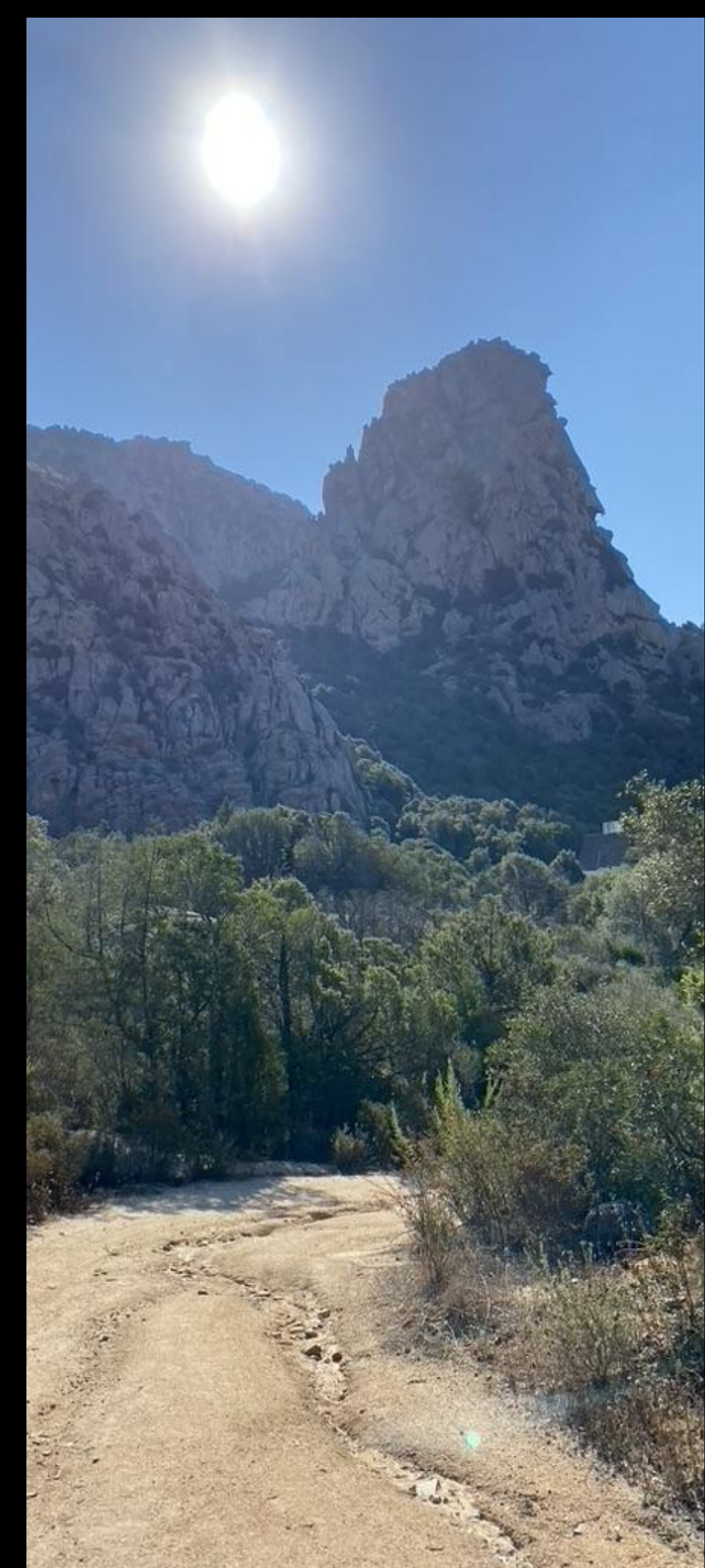
  **strategic leadership**  

**anyway?**

# Strategy

- Setting goals and priorities,
- determining actions to achieve them,
- and mobilizing limited resources
- to execute the actions

 This is where the tactics happen





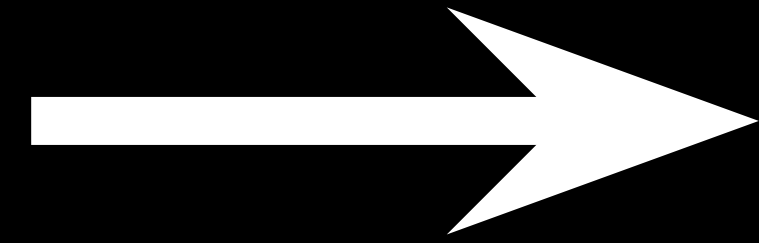


Strategy

Vision

Tactics,  
actions

# Strategy



# Tactics

- Intent for the future
- What and why
- Looks outward (market, economy)
- Effectiveness (the right thing)

- Intent turned into daily action
- How (actions)
- Looks inward (people, capabilities)
- Efficiency (low cost)

Strategic leadership rule #1

**“Strategic leadership”  
=  
leading (daily) from an idea  
of the future (strategy)**

# Strategic leadership is important

- Helps you increase your impact
- Crucial for high team performance

Strategic leadership rule #2

**Strategic leadership is  
for everyone.**

**You can be a strategic leader  
at any level!**

# Strategic leadership takes work

- Requires effort, time, context-switching
- Needs balance with operational work
- May bring more change
- Involves saying no
- It's a bet
- Goes against our cognitive wiring

*Dopamine*

**DOPAMINE**

**DOPAMINE**

Strategic leadership rule #3

**You will have to trick your brain  
into working on strategy.**

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Strategic leadership rule #4

**Do not wait to work on strategy.**

**Strategic work is  
leadership hygiene.**

Strategic leadership in practice

# **Leading strategically every day**

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Leading (daily) from an idea of the future (strategy)

# Use an existing strategy, or create one

Something with a longer-term time horizon and focus, outlining

- Goals and priorities,
- actions to achieve them, and
- available resources
- to execute the actions

Strategic leadership rule #5

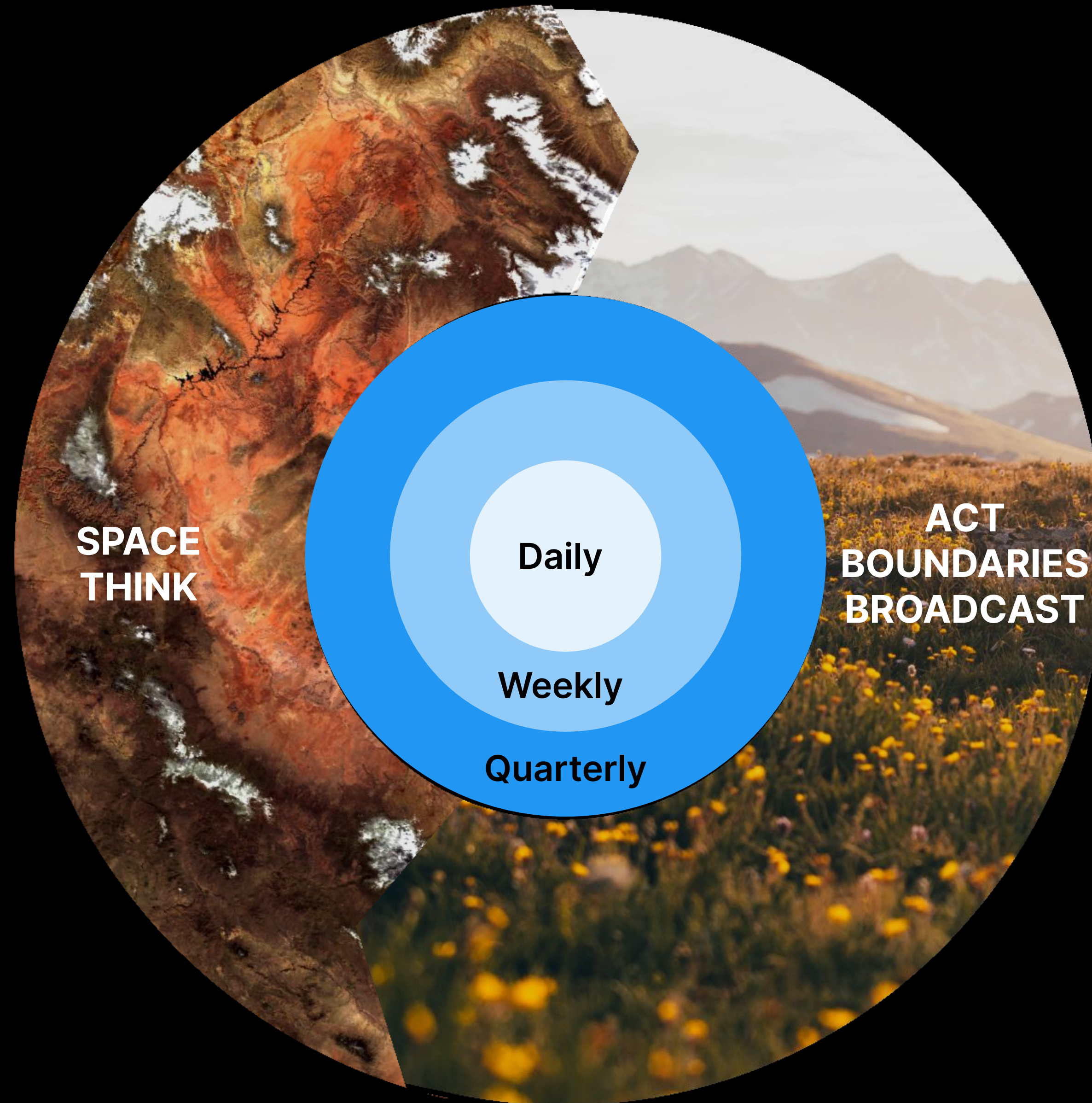
**Strategic leadership isn't about  
the documents you write,  
it's about your habits:**

**The way you think and spend your  
time is the kind of leader you are.**

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Leading (daily) from an idea of the future (strategy)

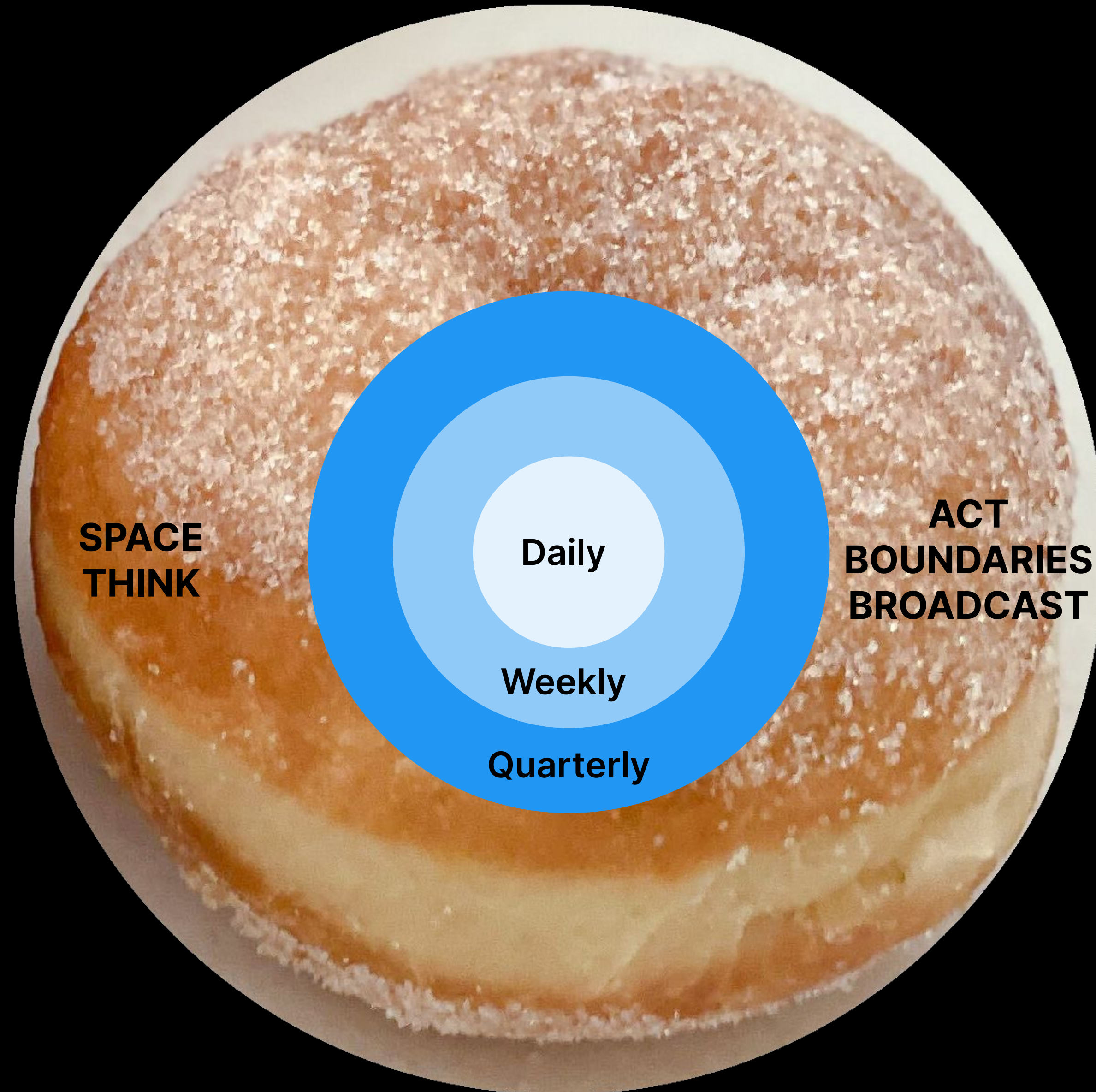
# Make strategic leadership your habit



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Leading (daily) from an idea of the future (strategy)

# Make strategic leadership your habit

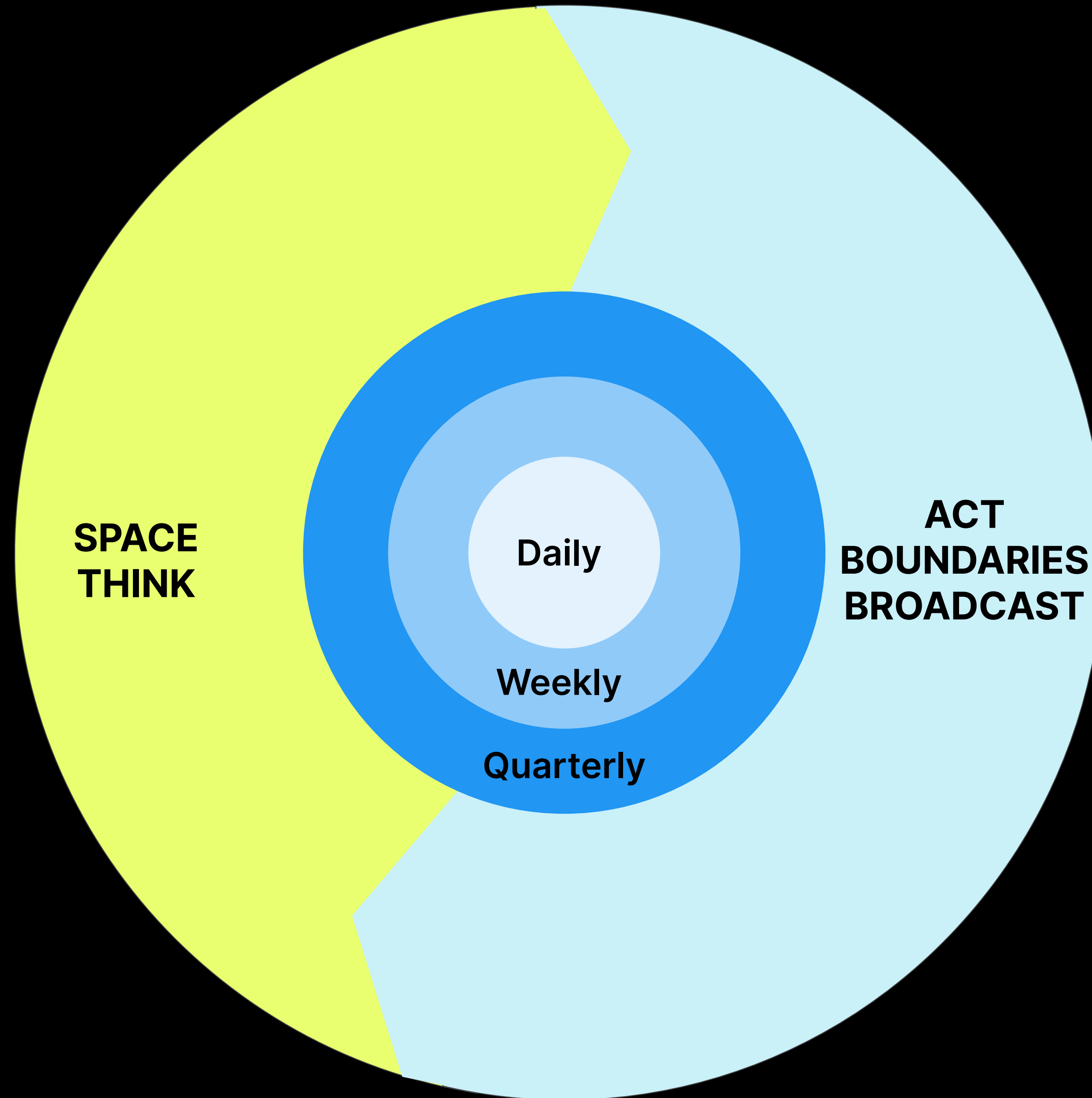


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Leading (daily) from an idea of the future (strategy)

# Make strategic leadership your habit

Space  
Think  
Act  
Boundaries  
Broadcast

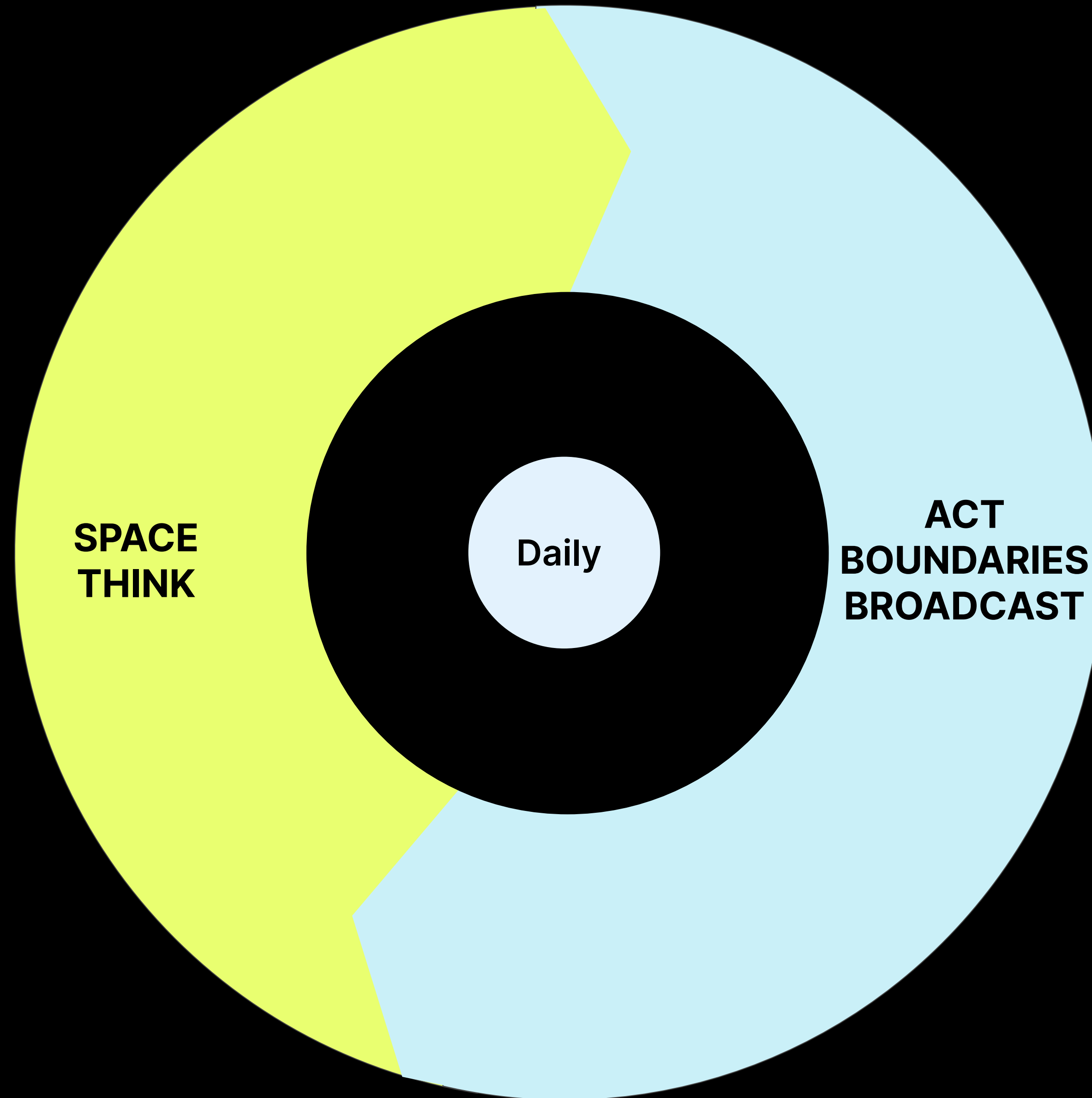


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Leading (daily) from an idea of the future (strategy)

# Make strategic leadership your habit, daily

Space  
Think  
Act  
Boundaries  
Broadcast



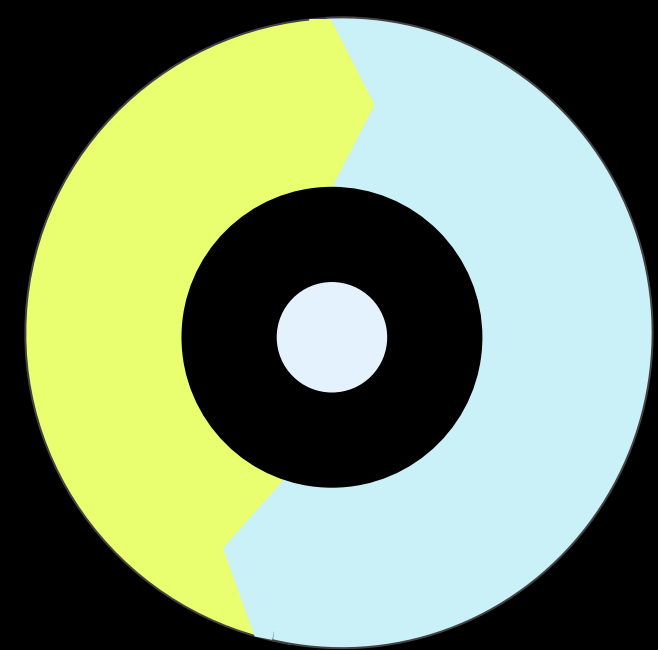
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# Space for strategic thinking

Start your work day with  
15 minutes of strategy  
time



What's the most important thing for us?

What are we not doing to accomplish it?

How can I help my team draw connections between their work and strategy?

How am I investing in capabilities we need to meet our strategic goals?

# Act: Ask strategic questions

**Uplevel your  
conversations and  
challenge the status quo**

What business problem are we trying to solve?

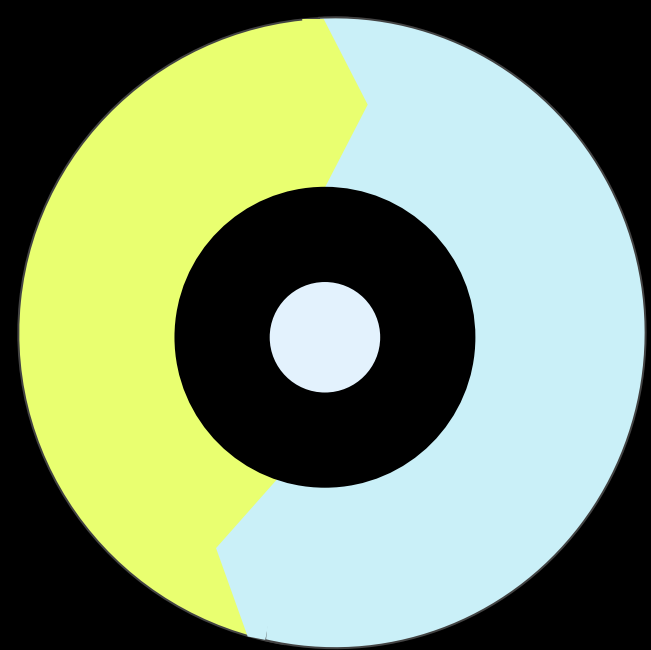
What assumptions are we making?

What are our blind spots?

How does this issue affect other areas of the business?

How will this move us toward our organisation's strategy?

What's the long-term impact?

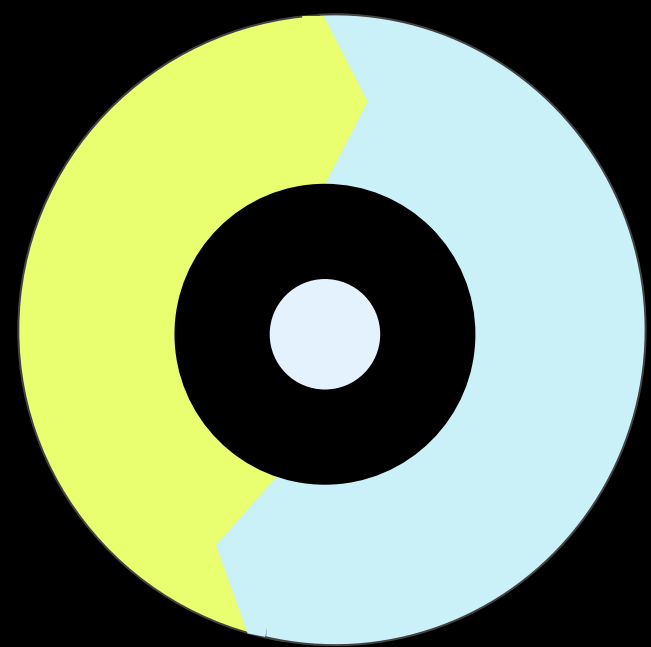


Daily Space, Think, Act, Boundaries, Broadcast (STABB)

# Boundaries & broadcast in prioritising your work

Focus on what matters,  
communicate it for  
alignment

What should I stop doing today?

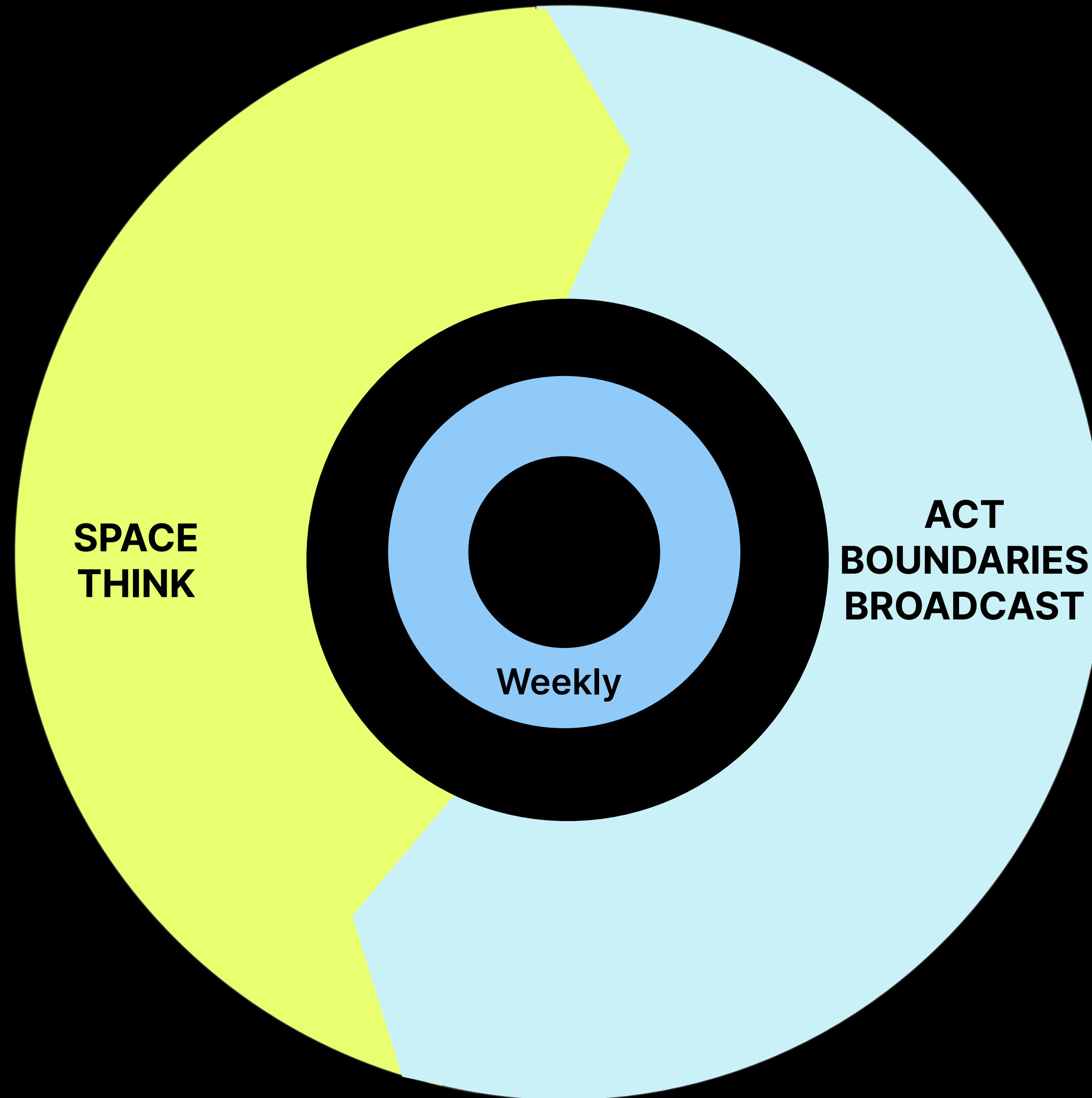


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Leading (daily) from an idea of the future (strategy)

# Make strategic leadership your habit, weekly

Space  
Think  
Act  
Boundaries  
Broadcast



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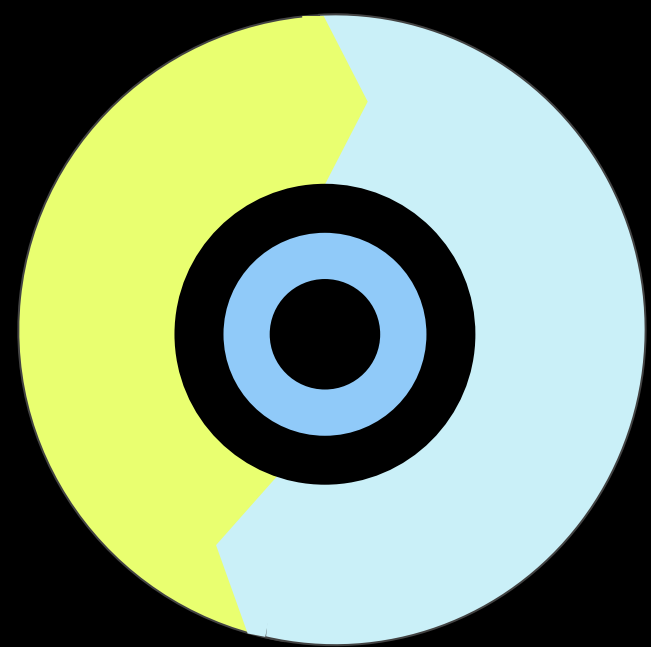
# Space for strategic thinking

30 minutes weekly to  
update your big-picture  
view:

- World
- Industry, trends
- Company incl. customers
- Department/Team(s)

What am I seeing, hearing?

What could it mean for our company?

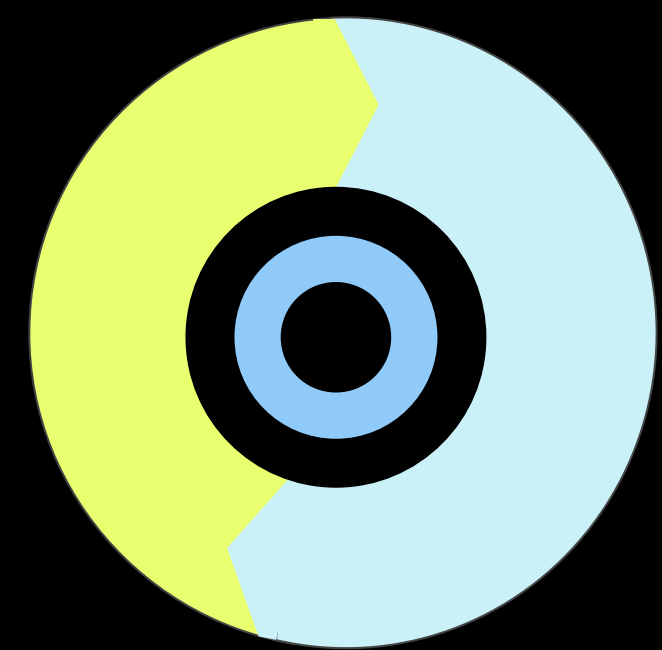


Weekly Space, Think, Act, Boundaries, Broadcast (STABB)

# Act strategically when you make decisions

Look beyond current assumptions, consider big picture impacts.

Communicate to align:



Decision, immediate benefits, drawbacks

II. Future consequences, benefits, drawbacks

III. Future consequences, benefits, drawbacks

Choose options with positive 2nd and 3rd order consequences (short term pain, long term gain)

+ Reminder: Review decisions after 3/6 months

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Weekly Space, Think, Act, Boundaries, Broadcast (STABB)

# Actively connect your team with strategy

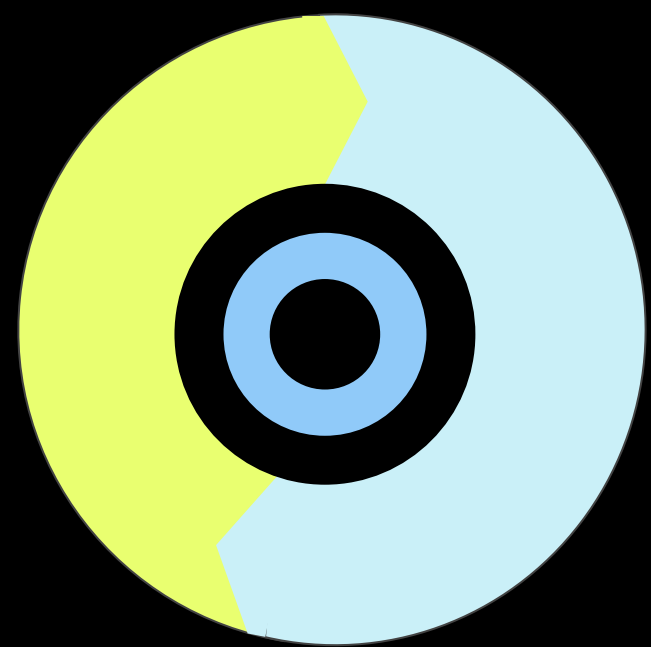
Listen and communicate in 1:1s, planning, retrospectives:

Why are we (not) doing x?

What does success look like?

How does our work connect with the big picture?

*+ Here's what I learned this week*



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Weekly Space, Think, Act, Boundaries, Broadcast (STABB)

# Boundaries & broadcast in prioritising with teams

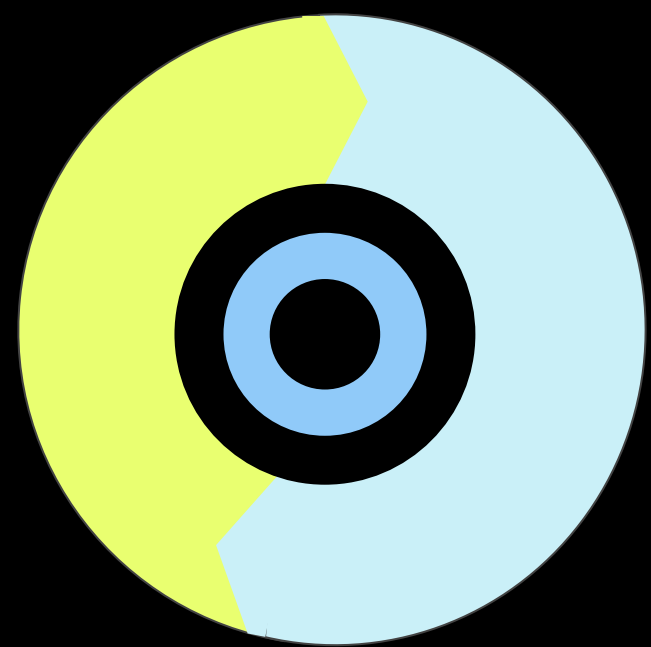
Focus on what matters,  
communicate up and  
across for alignment

Where can we add the highest value?

What's most important to the organisation?

What could we do to achieve more, better,  
faster?

What should we stop doing?



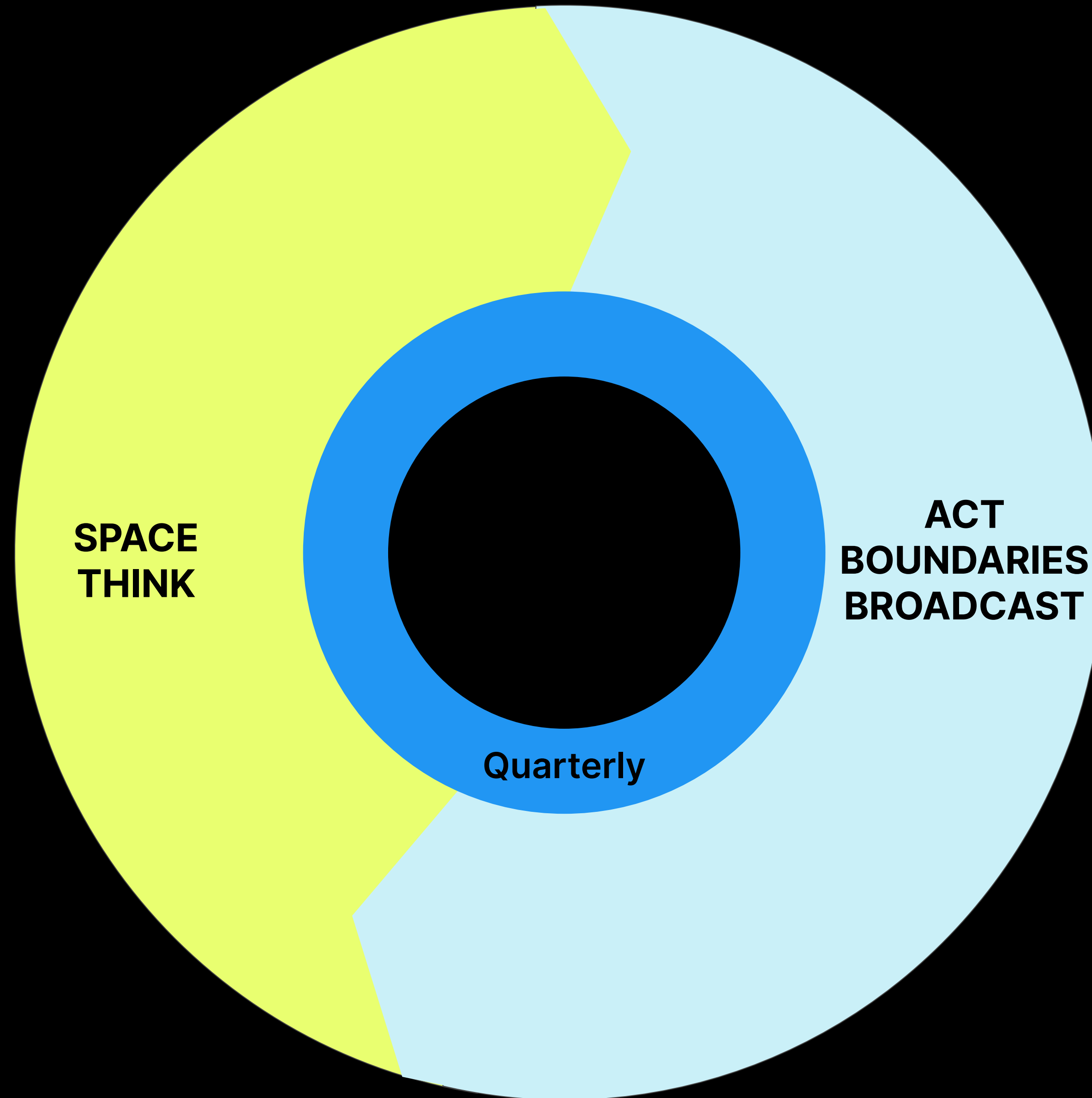
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Leading (daily) from an idea of the future (strategy)

# Make strategic leadership your habit, quarterly

Space  
Think  
Act  
Boundaries  
Broadcast



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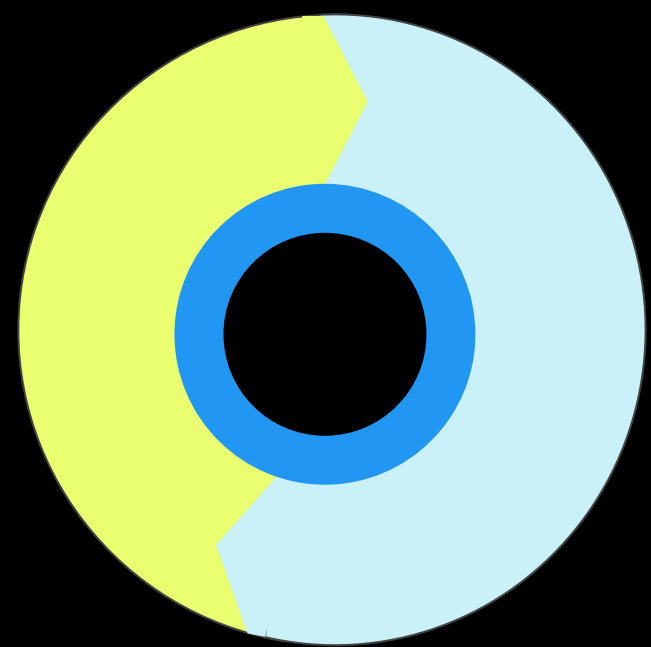


# Space for thinking and learning

Review previous quarter  
for yourself and with your  
team:

What did I/we learn about

- Decisions
- Progress
- Risks
- Impediments
- What's (not) working
- + How can we apply these lessons?



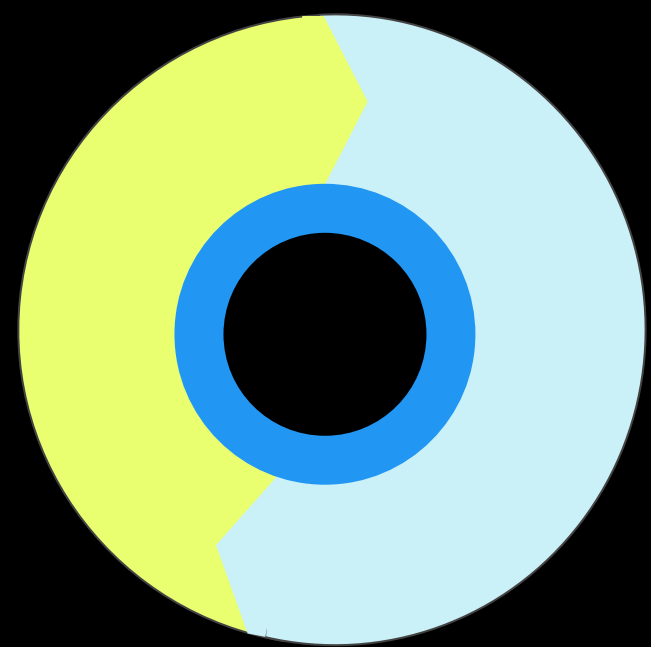


# Space for strategic review

Analyse your existing strategy, adjust if needed

Based on what I know, is our strategy still the right one?

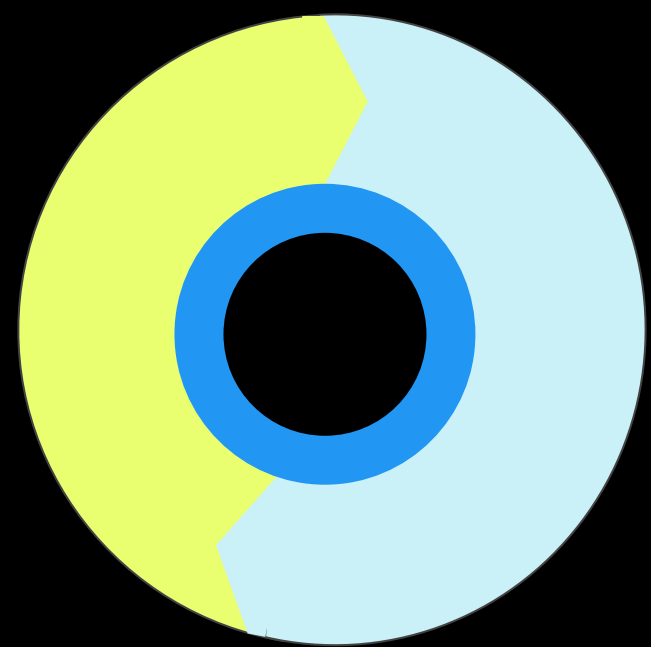
- Consistency
- Available resources
- Degree of risk
- Time horizon
- Workability



Quarterly Space, Think, Act, Boundaries, Broadcast (STABB)

# Align planning through boundaries, broadcast

Plan with your team based on strategy and communicate for alignment



Where are we now?

Where do we want to be?

How do we plan to get there?

How will we monitor progress?

What will we not do?

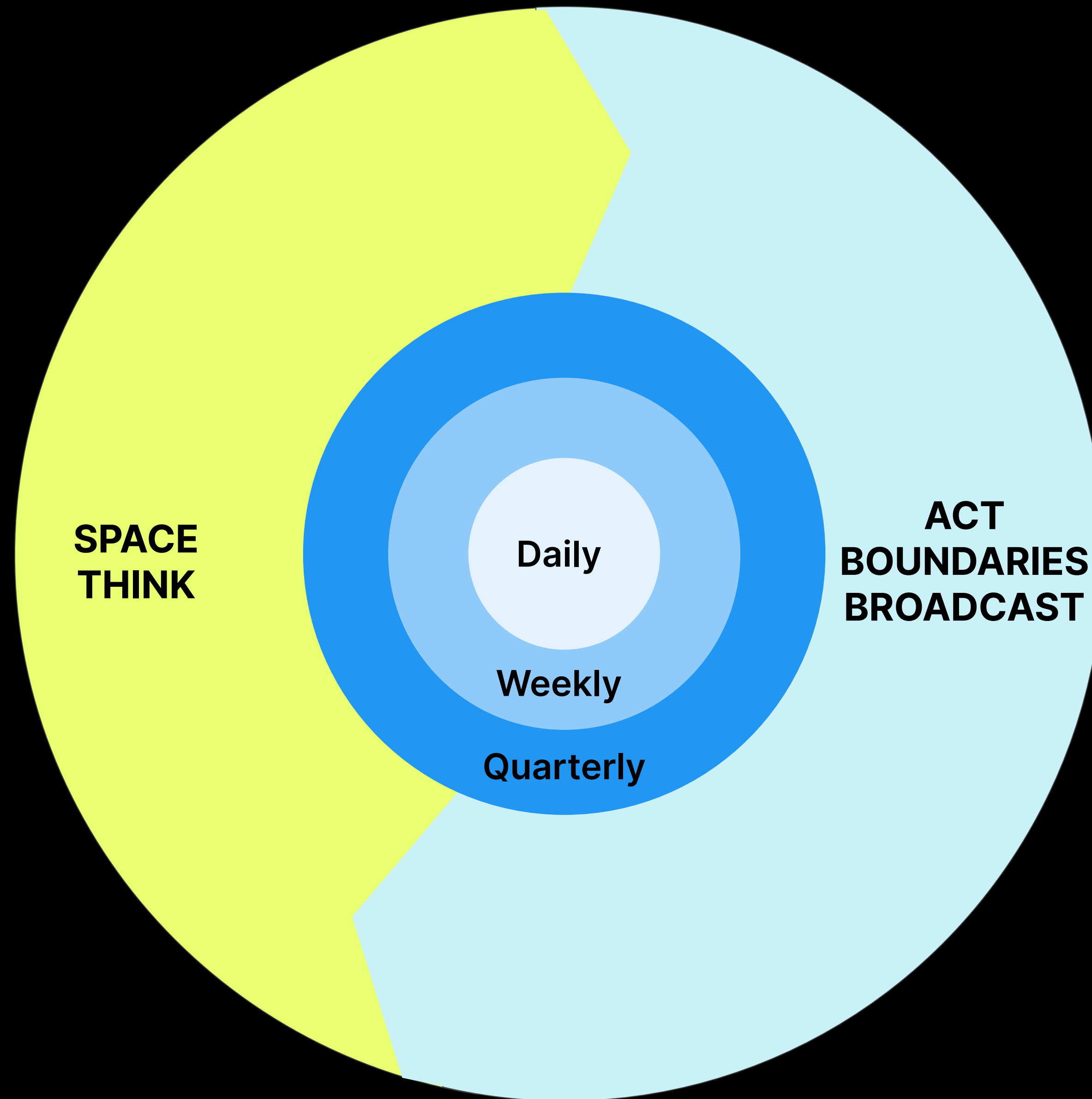
Source: Leadership Strategies

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Leading (daily) from an idea of the future (strategy)

# Make strategic leadership your habit

Space  
Think  
Act  
Boundaries  
Broadcast

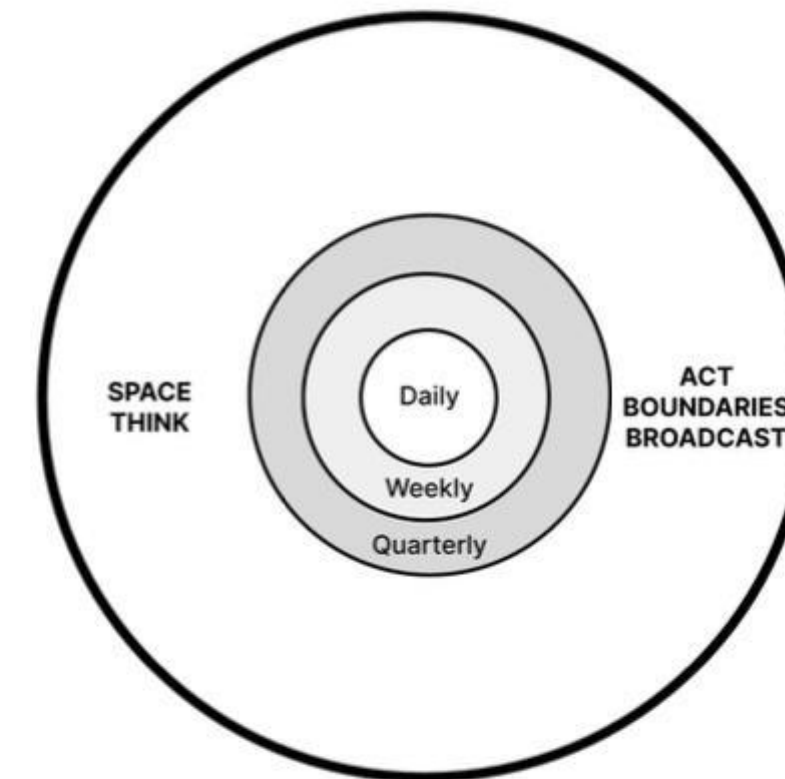


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## Strategy Cheat Sheet

What you think about and the way you spend your time is the kind of leader you are, so make strategic leadership a habit! "Strategic leadership" means leading (daily) from an idea of the future (strategy). Find more information under [bit.ly/strategy-time](http://bit.ly/strategy-time).

### The STABB Framework for strategic leadership



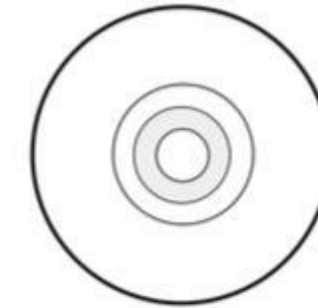
Space to  
Think about the big picture.  
Act to execute, set  
Boundaries and  
Broadcast your actions.

Make it a habit:  
Daily, weekly, quarterly.

### Daily strategic leadership actions

STABB	Step	Action
Space, Think	Start the day with 15 minutes of strategy time	<ul style="list-style-type: none"><li>- What's the most important thing for us?</li><li>- What are we <u>not</u> doing to accomplish it?</li><li>- How can I help my team draw connections between their work and strategy?</li><li>- How am I investing in capabilities we need to meet our strategic goals?</li></ul>
Act	Ask strategic questions	<ul style="list-style-type: none"><li>- What business problem are we trying to solve?</li><li>- What assumptions are we making? What are our blind spots?</li><li>- How does this issue affect other areas of the</li></ul>

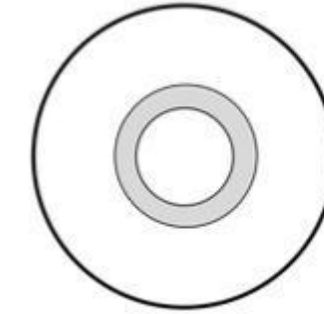
**Strategy  
Cheat Sheet**  
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## Weekly strategic leadership actions

STABB	Step	Action
Space, Think	<b>Spend 30 minutes weekly on updating your big-picture view</b>	Gather information on: World news Industry, trends Company incl. customers Your department/Team(s)  Ask yourself: – What am I seeing, hearing? – What could it mean for our company?
Act	<b>Make decisions strategically</b>	1. Use second-order thinking: Write down <i>Decision, immediate benefits, drawbacks</i> <i>II. Future consequences, benefits, drawbacks</i> <i>III. Future consequences, benefits, drawbacks</i> 2. Choose options with positive 2nd and 3rd order consequences (short term pain for long term gain) 3. Set a reminder: Review decisions 3 and 6 months from now to learn!
Act	<b>Connect your team with strategy</b>	Listen and communicate in 1:1s, planning, retrospectives: – Why are we (not) doing x? – What does success look like? – How does our work connect with the big picture? + Here's what I learned this week
Boundaries, broadcast	<b>Prioritise with your teams</b>	– Where can we add the highest value? – What's most important to the organisation?

**Strategy  
Cheat Sheet**  
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## Quarterly strategic leadership actions

# Strategy Cheat Sheet

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STABB	Step	Action
Space, Think	<b>Review previous quarter for yourself <u>and</u> with your team</b>	What did I/we learn about: <ul style="list-style-type: none"> <li>- Decisions</li> <li>- Progress</li> <li>- Risks</li> <li>- Impediments</li> <li>- What's (not) working?</li> <li>+ How can we apply these lessons?</li> </ul>
Space, Think	<b>Analyse your existing strategy, adjust if needed</b>	Based on what I know, is our strategy still the right one? <ul style="list-style-type: none"> <li>- Internal consistency - processes, policies,...</li> <li>- Consistency with the environment - market changes, trends,...</li> <li>- Available resources - money, capabilities,...</li> <li>- Degree of risk - strategy is always a bet; is the degree of risk still right?</li> <li>- Time horizon - do we need to slow down or accelerate aspects?</li> <li>- Workability - alignment, results</li> </ul>
Act, boundaries, broadcast	<b>Plan with your team based on strategy and communicate for alignment</b>	<ul style="list-style-type: none"> <li>- Where are we now? (Situation Assessment)</li> <li>- Where do we want to be? (Strategic Direction)</li> <li>- How do we plan to get there? (Implementation Planning)</li> <li>- How will we monitor progress? (Monitoring)</li> <li>- What will we <u>not</u> do?</li> </ul>



A whole new world

**Start being a strategic leader,  
today!**

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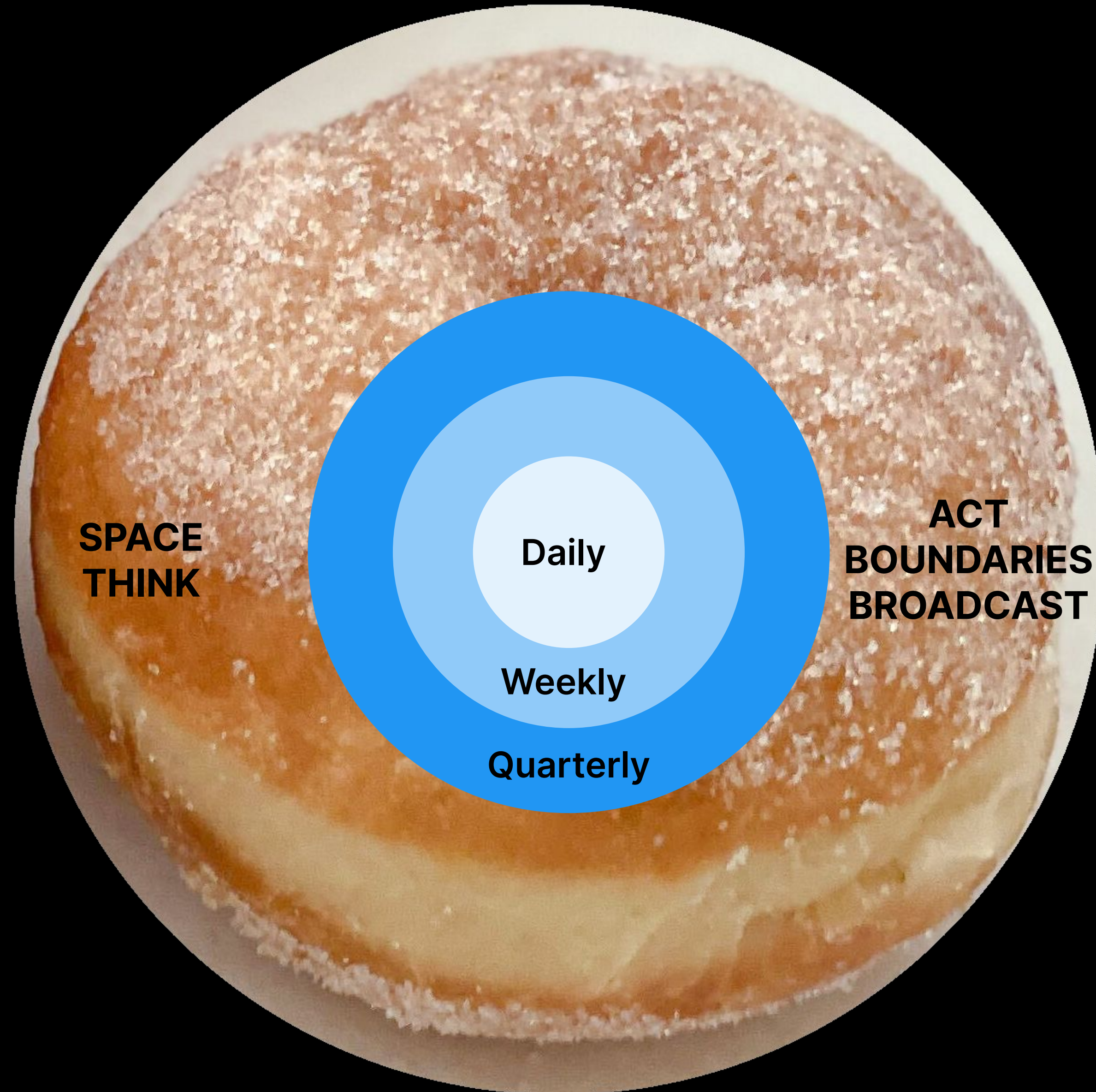
Strategic leadership rule #4

**Do not wait to work on strategy.**

**Strategic work is  
leadership hygiene.**

Leading (daily) from an idea of the future (strategy)

# Make strategic leadership your habit

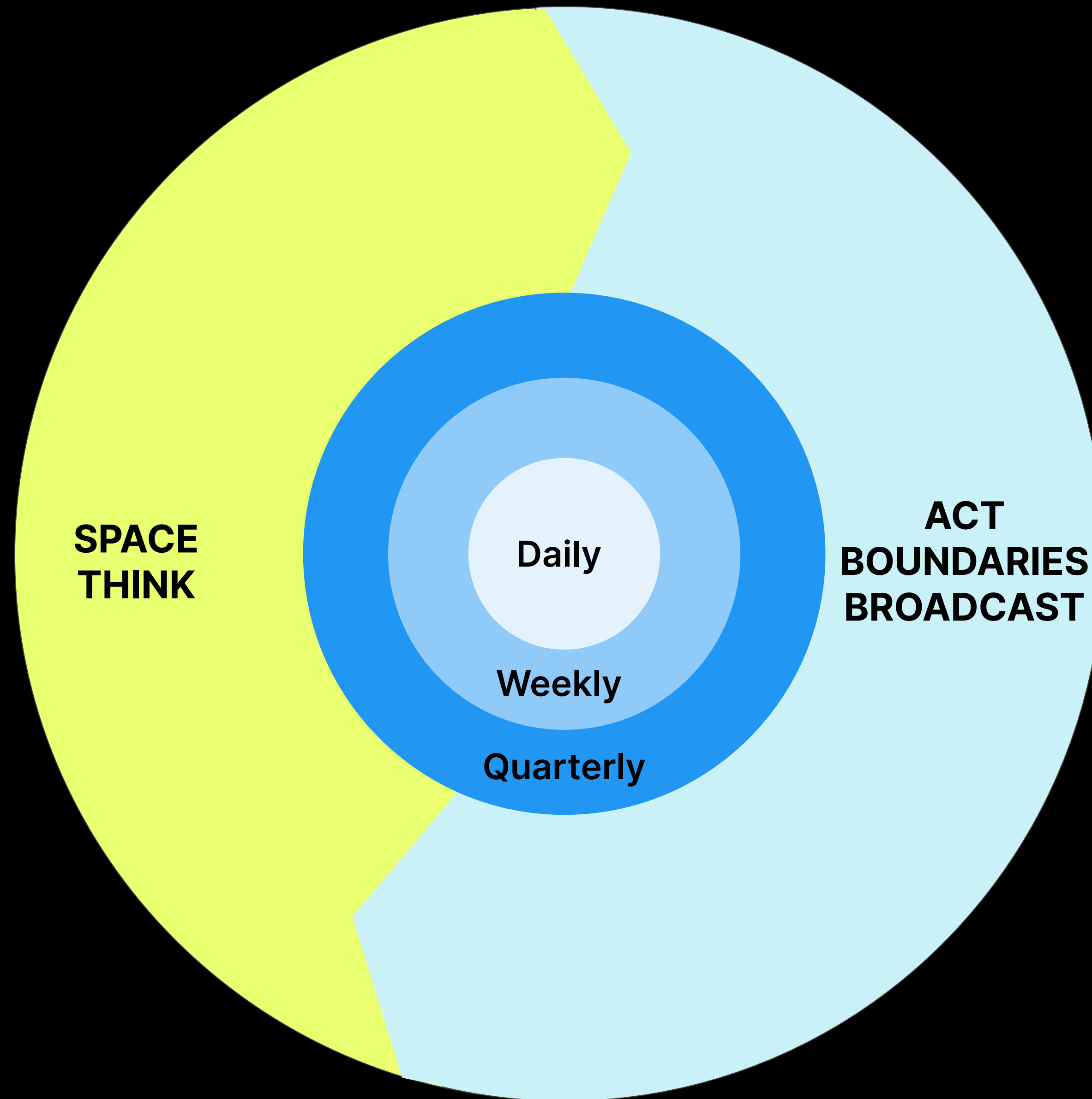


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Strategic leadership rule #6

**Fight the urge to get  
sucked back into  
busywork.**

**Thinking strategically  
*is* your work.**

Strategic leadership rule #7

**Say “strategic” more  
to show what kind  
of leader you are.**

# Lena Reinhard

Leadership & executive coach, organisational consultant, trainer

Let's talk strategy! Office hours: 11am



Ask me about naming  
donuts in German!  
(And strategy!)

**Reach out to grow yourself and your organisation!**

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Twitter: lnrd

[lenareinhard.com](https://lenareinhard.com)