

Leading with Strategic Thinking

Olson, A K and Simerson, B. K. (2015)

We examine what leaders who think strategically do differently. 'Strategic thinking' is comprised of three key activities: recognizing patterns, assessing risk, and making decisions. We define the Strategic Leader as the individual who—regardless of role, position, or title—intentionally takes advantage of opportunities to think strategically, influence others towards a chosen course of action, and garner needed buy-in, commitment, and advocacy. These are the key actions of successful **Directive Leaders**:

1. Set direction, using process to ensure a rigorous evaluation of the situation, alternatives and the best available way forward.
2. Establish governance, defining roles, processes and forums to manage strategy execution.
3. Motivate others, inspiring teams and aligning incentives to get the expected contribution of individuals and groups.
4. Monitor performance, using well-defined controls to maintain an understanding of progress and gain insight on potential risks.
5. Intervene and adjust, overriding standard procedures when they see a need to prevent issues or repair damage.

On chapter three, the leaders who led the P&G's Latin American Merger with Gillette are covered...

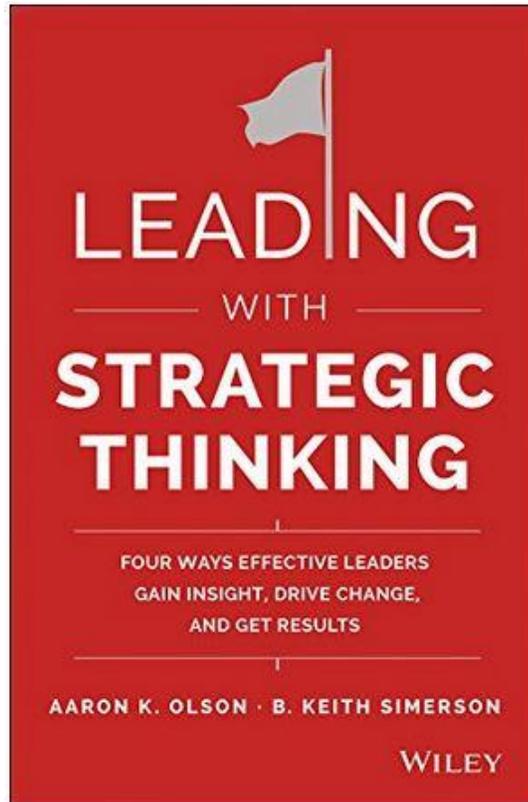
“José Ignacio Sordo was practicing what we call directive leadership, driving strategy through structure and process. He didn't always tell others what to do, but he made it extremely clear what needed to be done and what the conditions for success were. Like other directive leaders we've interviewed, José Ignacio Sordo saw himself as building a system. They set direction, establish clear governance for making decisions, they find ways to motivate others, they monitor performance and they intervene when things go off the rails.”



<http://youtu.be/2bjTmpaEY-M>



<http://www.leadingwithstrategicthinking.com/updates/2015/3/23/jos-ignacio-sordo-and-pgs-latin-america-merger-with-gillette>



Latin American P&G's Merger with Gillette

Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results

“Driving Strategy through Structure and Process”

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