

Strategic Leadership

Introduction

The George C. Marshall Foundation will deliver a one-day seminar for Treasury Executive Institute on September 16, 2014 at TEI facilities in Washington. Content will include presentations on Strategic Leadership as part of the Executive Forum series.

Russell Linden, Ph.D., and Joseph Mangino will present the content and lead the discussions.

Russ Linden is a management educator and author who specializes in organizational change methods. Since 1980, he has helped government, non-profit and private-sector organizations develop leadership, foster innovation, and improve organizational performance. He is an adjunct faculty member at the Universities of Virginia, Maryland and Connecticut, and at the Federal Executive Institute. His current teaching and consulting interests include leading across organizational boundaries, managing change, strategic thinking and planning, maintaining resiliency, and fostering customer-focused organizations. His *Working Across Boundaries: Making Collaboration Work in Government and Nonprofit Organizations*, is now in its 7th printing. His latest book, *Leading Across Boundaries* (published 2010), focuses on the leader's roles and challenges in making collaboration work.

Joe Mangino is president of Mangino Resources, a consultancy in the greater Washington, DC area. His many teaching and coaching assignments include 25 years as a member of the adjunct faculty of the Federal Executive Institute in Charlottesville and recent assignments at the Naval Facilities Engineering Command. He is a certified executive coach and a team facilitator. Joe is also an adjunct faculty member of the Graduate School, USA. He has taught leadership and team courses and has served as an organization development consultant, a role in which he has assisted many organizations through complex change transformations. Joe is a graduate of Columbia University's Advanced Program in Organizational Development and Human Resource Management and the U.S. Army's Organizational Effectiveness Program. His credentials also include adjunct professor of organizational behavior and personnel management at both graduate and undergraduate levels. Joe received a master's degree from Webster University in organizational behavior and a bachelor's degree in engineering from the United States Military Academy at West Point.

Overview of the Program

This session of the Executive Forum program focuses on how leaders can think and act strategically. Participants will be encouraged to draw upon previous program content to answer the following questions: (a) what is strategic leadership and why does it matter? (b) how do you fashion a strategy that considers goals, partnerships, stakeholders? (c) how can you use your six sources of informal influence to full strategic advantage? and (d) what are the keys to high-performing teams?

Learning Objectives

By the end of this session, participants will have:

1. Identified what strategic leadership is and why it matters,
2. Completed, at least in draft, a self-assessment,
3. Learned strategies for forming strategic relationships, both formal and informal,
4. Identified how to communicate strategic intent in a compelling way,
5. Renewed their commitment to public service leadership, and
6. Strengthened their informal influence skills to achieve strategic objectives.

Content Outline

Session 1: Building Political Legitimacy and Support

- Case Study: Launching the Marshall Plan
- The Nature of Strategic Thinking and Acting
- Gaining Situational Awareness: Stakeholder Analysis
- Strategic Communications

Session 2: Co-Leadership and Social Power

- Case Study: Thad Allen, Russel Honoré and Hurricane Katrina
- Six Sources of Your Informal Influence
- Self-Assessment

Session 3: Leading Strategically Through Collaboration

- Case Study: Nelson Mandel's Early Moves as President
- Video: Clips from the Movie, *Invictus*
- Keys to High-Performing Teams