



National School  
of Government

# Strategic Leadership

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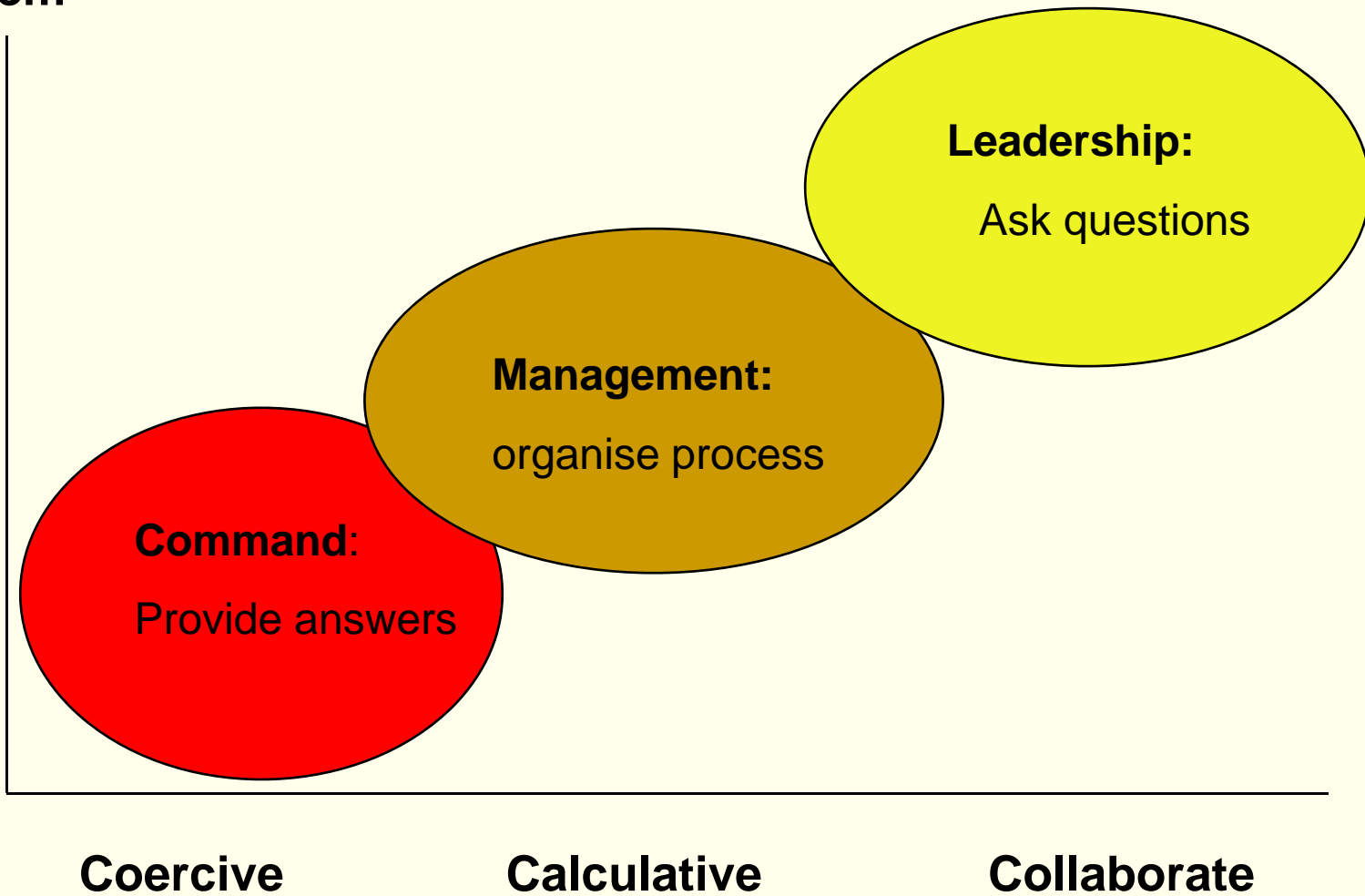
**What does strategic leadership mean  
to you?**

**Increasing  
uncertainty  
about solution  
to problem**

**Wicked**

**Tame**

**Critical**



Keith Grint : Problems, problems, problems: The social construction of 'leadership'

# Strategic Leadership

## **Certainty vs. uncertainty about the problem or solution**

- *When is strategic leadership called for in your programme or project?*

## **Building future capability**

- *How do you take up your role to lead people through change?*

## **Drawing upon personal power**

- *What behaviours do you call upon to influence and inspire others*

# Powerful Questions Invite Creativity

“Why is this organisation not considered to be the best research laboratory in the world?”

“What does it mean to be the best industrial research laboratory in the world?”

“How can we be the best industrial laboratory for the world?”

***HP “for the world”***

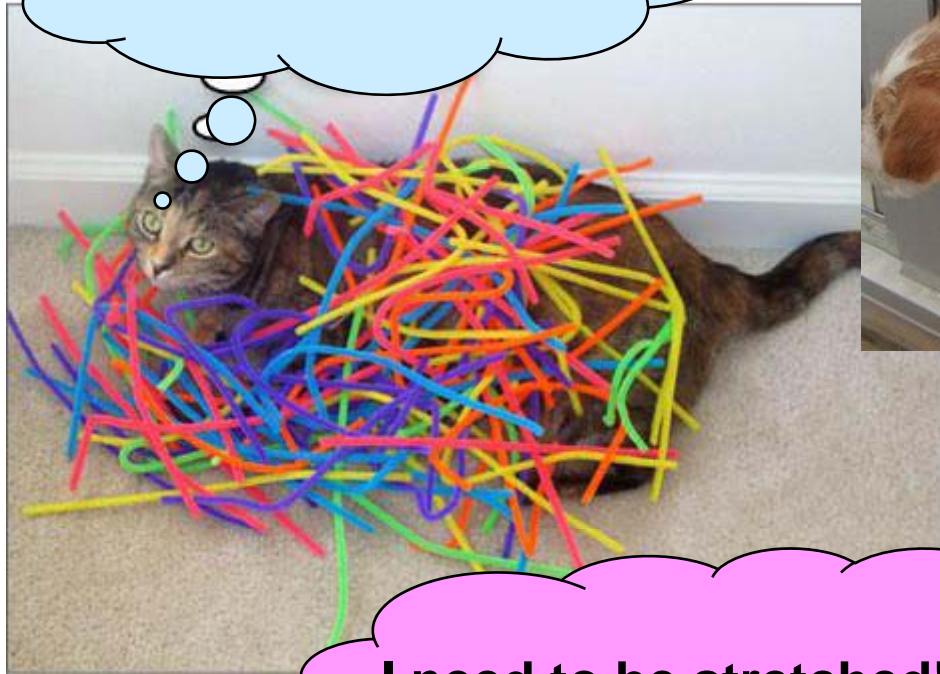
## Changing conversations to explore and construct new possibilities

“Important to shift the question away from a problem or ‘fix-it’ focus to a **possibility** focus. There is always a subtle feeling of disempowerment in a problem – all doors are closing. If you ask ‘what possibilities do we see in this situation’ – doors will open up”

- David Isaacs talking about Appreciative Inquiry

# Building Capability

Did you say innovate?



Do we all need to do this?



I need to be stretched!



# Signs of Success

- A network culture created at every level of the programme and project
- Effective collaboration told through stories of involvement and joint problem solving
- Inspired and motivated team who can innovate and learn