

Michael Couch • Richard Citrin

10

KEYS TO BEING A STRATEGY-DRIVEN LEADER



1

Begin with Strategy:

Leader effectiveness begins by asking the question, “how can I lead so that my organization and team drive the business so that we are all successful?” That requires understanding the strategic business requirements.

2

Know What Success Looks Like:

Leaders are made and not born, and competencies (or skills) are the gateway to leadership success. A “success profile” of the critical competencies needed to drive the business strategy ensures that leaders know what to do and build skills that make a difference.

3

Know Your Talent:

Leaders can’t do it alone and understanding the strengths and weaknesses of your team allows for the development of the critical skills they need to grow their leadership.

4

Be Intentional about Development:

There may be no more important job for leaders than to grow the talent of their people. Employees want to learn, and that action builds their engagement. Annual work plans don’t do it, but intentional development means you help your team grow every day.

5

Build It In, Don't Bolt It On:

When you are intentional about development, you see opportunities to coach, mentor, and lead in everyday work. Include a "Leadership Development" item in your weekly team and individual meeting agenda to review and discuss with your team (and include yourself) so that develop is built into work and not bolted on as something optional to do.

6

Focus on the Few Critical Competencies

Working on one or two critical skills is more effective than 10. Perhaps a team member needs to be a better presenter or learn to hold his team accountable. Learning these skills occurs in a matter of months, not years, and focused time and effort will yield better results.

7

There is More than One Path to Development:

All too often, we think about development as improving a weakness, but how about taking a strength from good to great or learning something new that a leader has not experienced previously. All too often, leaders need to dial back an overused superpower, which they may come to rely on and use all the time.

8

Never Learn Alone:

We learn with feedback on gaining and growing our skills. We like to use cohorts, but any learning circle where people can safely share their experiences and receive objective feedback will speed up the learning process.

9

Formalize the Process:

A recognized, and structured approach builds a systematic structure for the individual and organization. Reflection is an essential aspect of learning and writing down and reviewing a “Development Plan” provides a format for success.

10

Recognize and Reward Success:

Small wins build the character of leadership. Being able to “claim” a victory builds the infrastructure for tremendous success. Praise success and ensure that you and your colleagues recognize the wins and own them for themselves.



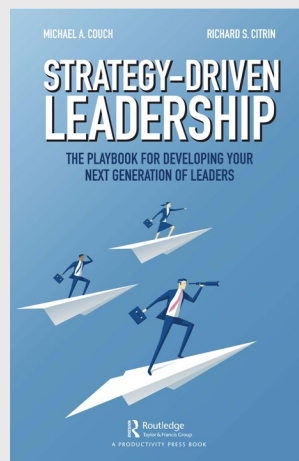
Michael Couch

President, Michael Couch & Associates Inc.

My career has focused on improving the effectiveness of organizations, as an internal consultant, a business executive, and now in my own consulting practice. Starting from a graduate degree in Industrial and Organizational Psychology, I have over 30 years experience working on a wide range of organization challenges at individual leader, team, division and corporate levels, bridging the gap between evidence and practice.

I am the co-author of *Strategy-Driven Leadership: The Playbook for Developing Your Next Generation of Leaders* published by Francis & Taylor which was an Award Winning Finalist in the 2021 Best Books Award – Management and Leadership. In addition, I am a regular contributor to business and talent management publications such as the *Forbes.com*, *HR Strategic Review*, *The Linkage Leader*, *HR Perspectives*, *TeQ*, *SHRM OnLine*, and *Talent Management Magazine*.

I am a certified Human Capital Strategist by the Human Capital Institute, a Senior Professional in HR by the Society for Human Resources Management. In 2020, I was selected as a member of *Forbes Coaches Council*, an invitation-only community for leading business and career coaches.



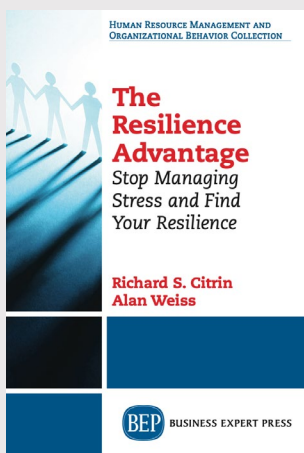
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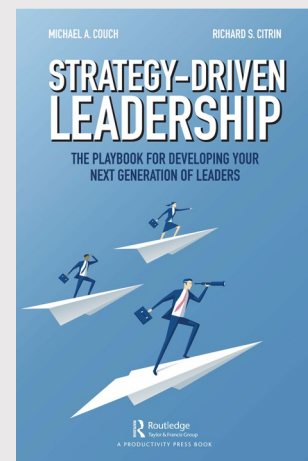
Citrin Consulting

My 30 years as an entrepreneur, corporate health care executive, and business consultant translates into skills have helped hundreds of business and business leaders grow their success. As a licensed psychologist, I've learned to listen and take the best qualities of people and organizations and help them find their path to success, particularly when they've had to overcome great adversity. I've written 3 books including one on resilience (*The Resilience Advantage*, 2017) and another on leadership development (*Strategy Driven Leadership*, 2020). and more than 40 professional and popular articles and have been featured in New York Times, Forbes and Fortune magazines along with various radio and podcasts. I am a frequent speaker and am a member of the National Speakers Association.

Over the past 10 years, I have helped my clients realize over \$1B in value in the form of increased revenues, retention of key employees, mitigation of costly leadership errors, and inspired workplace performance.



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