





Leadership as strategy III: the power of others





#### Purpose of this session

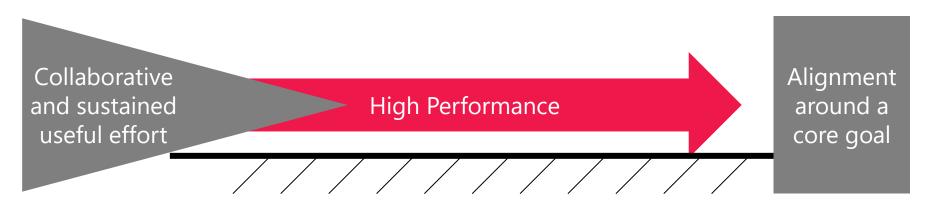
 To provide an understanding of the role of leader in relation to others and the creation of impactful alignment





#### What creates high

performance?

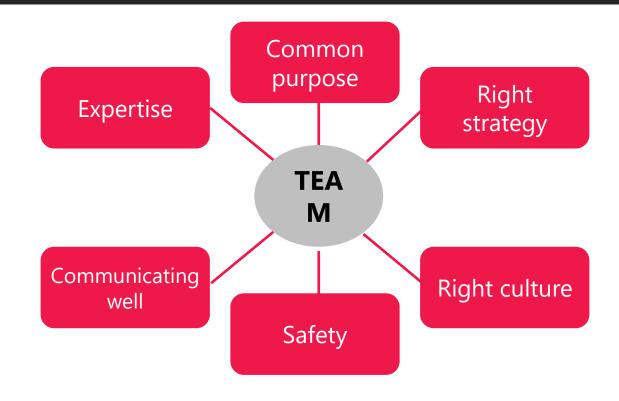


Reduced friction in the operating environment





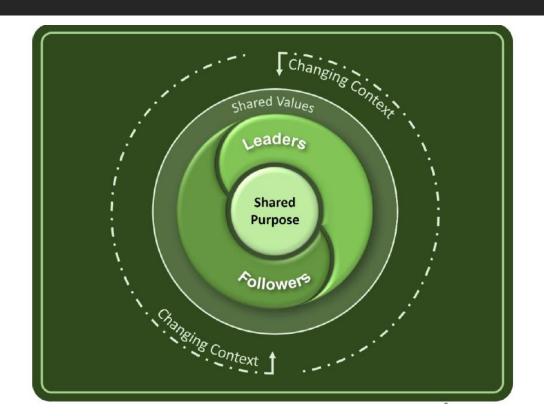
# High performing effort







#### Alignment for performance



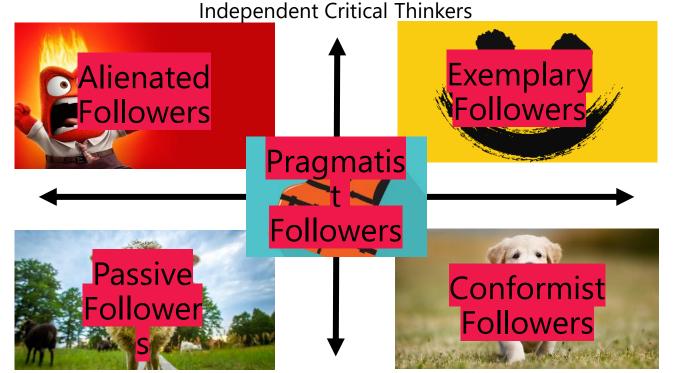
British Army Doctrine, 2023





Passive

### Alignment for performance



Active

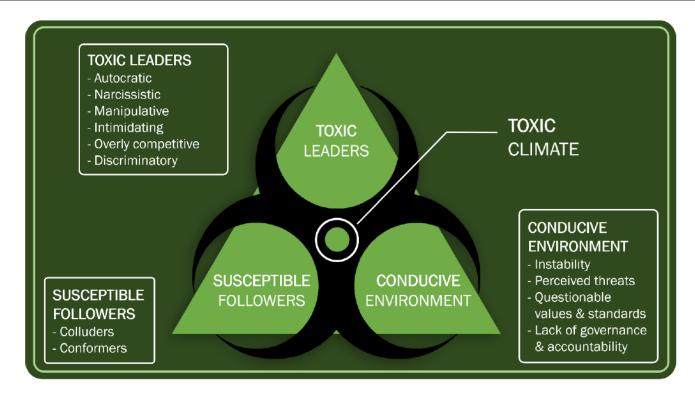
Dependent, uncritical thinkers

(Kelley 1988)





#### Alignment for performance

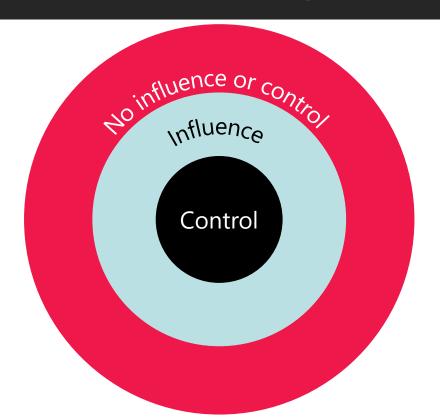


British Army Doctrine, 2023





# High performing environment



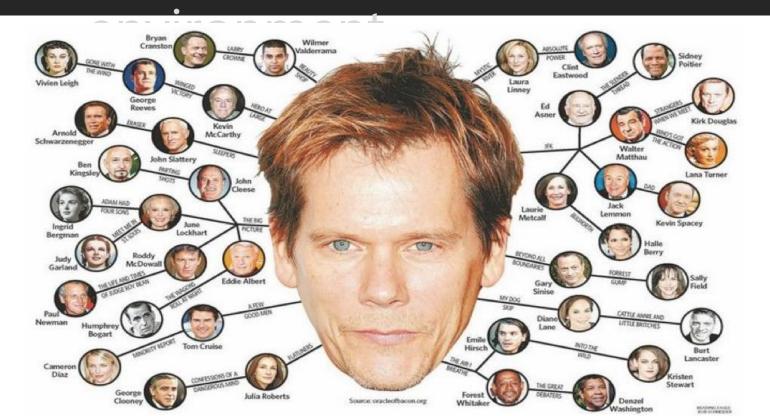




#### environment

 Control what you can, influence others to change what they can, and do not waste time trying to change the unchangeable





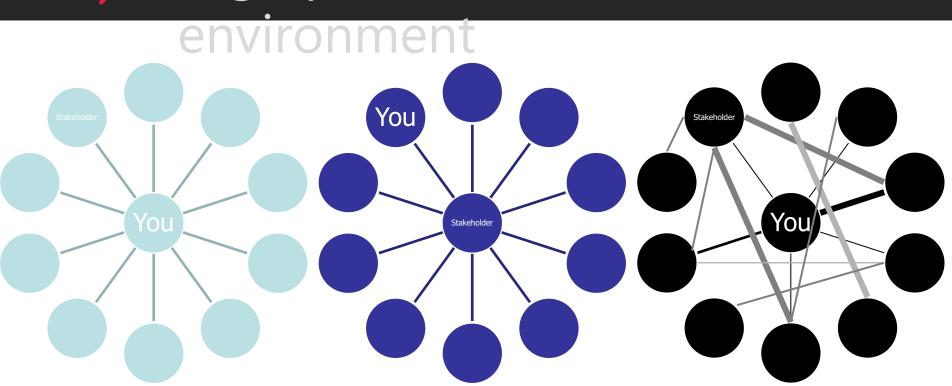




#### environment

 "The term 'Stakeholder' refers to any group or individual who can affect or is affected by the achievement of the organization's purpose"









### Leadership as a strategy

- Leadership is the management of systems of relationships.
- We are now in an era where leaders do not drive effort but harness energy.



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