



Your Strategy, Your Way.

Global Strategy Summit

Virtual edition 4

MR. ALAN FELL

Executive Leadership in Strategy Management

We hope you enjoy the presentation.

For any inquiries, please feel free to contact the CEO, Mr. Shaik Abdul Khadar, at +91 77997 9833, fruiStrategy Pvt. Ltd.

<https://www.fruistrategy.com/gss4>

Executive Leadership in Strategy Management

ALAN V FELL

- **DIRECTOR: ALAN FELL CONSULTANCY LTD (UK)**

11 JULY 2025

ALANFELL@AOL.COM

+ 44 7798 778510

▶ Formerly – commercial banker in UK

▶ Since 1996

▶ Management Consultant and Trainer

▶ Corporate Performance Management –

❖ *Balanced Scorecards / Strategy Execution*

▶ Main focus on Middle East (65%) and SE Asia / RoW (35%)



35+ years experience in Corporate Performance Management

30 years experience with Balanced Scorecards

400+ training courses & consulting assignments over 30 years

Dichotomy of Views (on Strategy Management)

Typical Training course delegates

- “Leadership” is the # 1 area for improvement.
- *All words but no actions*
- *“I wish the leaders would come to this course ...”*



Typical Executive Leadership

- *“We know all about this...”*
- So many demands on our time
- Execution challenges are external: we have a good Strategic Plan ...

FAILURE to execute strategy

The (*generic*) strategic roles of Board and CEO ...

- ▶ CEO – to lead the management team in formulating and successfully executing the chosen strategy of the organisation, thereby achieving the Vision and overall Goals.
- ▶ BOARD – to oversee the formulation and successful execution of the approved strategy, thereby achieving the Vision and overall Goals of the organisation.

Without a clear Vision and explicit (SMART) Goals, the “destination” is unclear. So how can we have a chosen Strategy ...??



*Without a clear Vision and explicit Goals, the “destination” is unclear.
So how can we have a chosen Strategy ...??*

Good Example –

2 Goals > “500 / 50”

- Double Sales in next 5 years to reach \$500m per year
- Improve net profit margin to 10% per year on Sales

Poor Example

- A Vision with no supporting Goals
- *“To be the most preferred airline in Asia”*

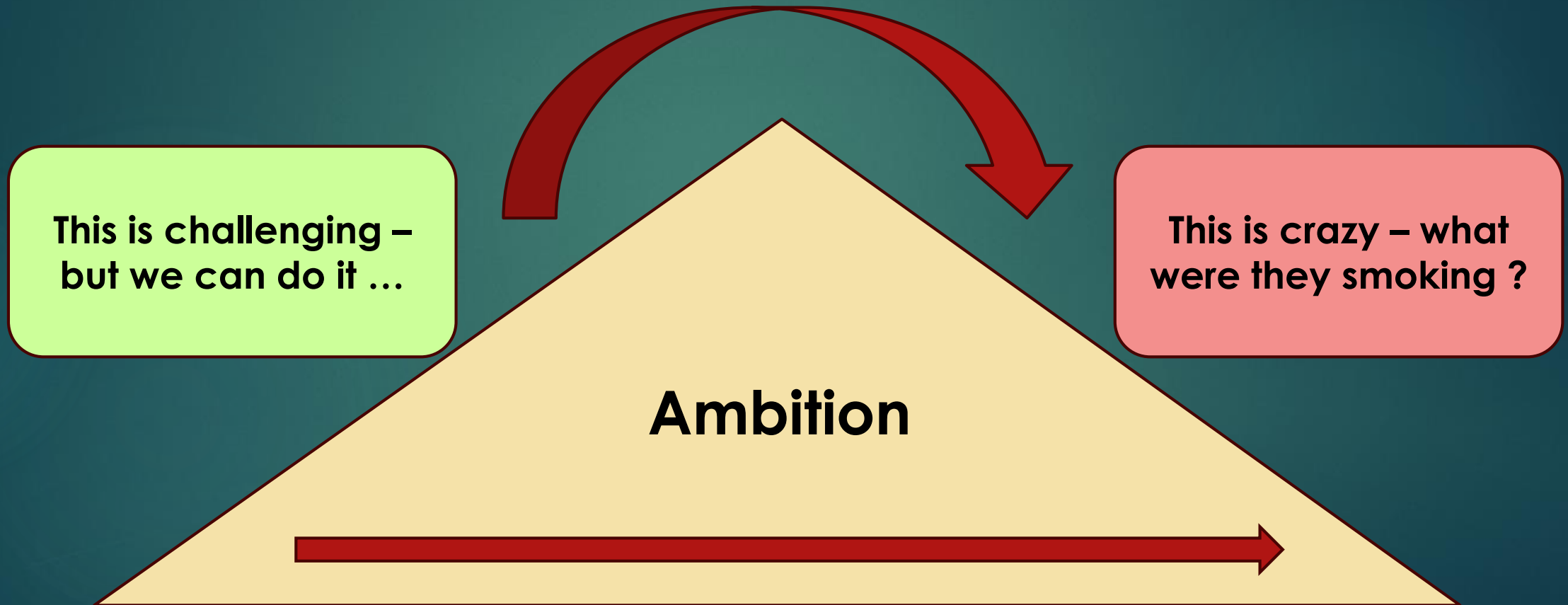
*Without a clear Vision and explicit Goals, the “destination” is unclear.
So how can we have a chosen Strategy ...??*

Commercial Bank

Workshop for Board of Directors

- All Directors knew the Vision statement
- *BUT – started guessing when asked what were the associated SMART Goals*

Leadership involves understanding the “tipping point” in setting corporate Goals ...



Strategic Leadership ...

- ▶ Strategic leadership is a way of leading that focuses on long-term planning and having a clear vision for the future. It involves leaders using creative problem-solving and strategic thinking to help their teams and organisations reach their goals.

▶ *(Warwick Business School)*

Underlying skills and attributes – later in this session

Strategic Leadership ...

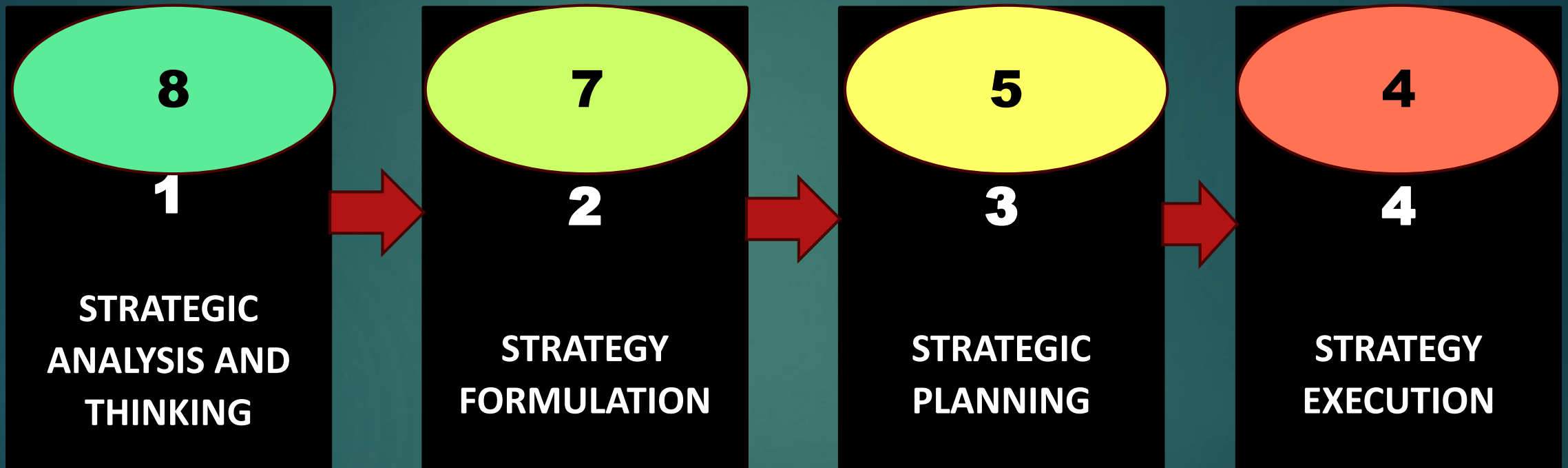
- ▶ Strategic leadership is a way of leading that focuses on long-term planning and having a clear vision for the future. It involves leaders using creative problem-solving and strategic thinking to help their teams and organisations reach their goals.

- Comfortable with the BIG PICTURE rather than operational detail.
- *Some CEOs are over-promoted line managers ...!! Analysis paralysis.*

The 4 main steps of Strategy Management

A typical profile (out of 10)...

12



Many (not all ...) of the Execution challenges are built into the Plan

The 4 main steps of Strategy Management

Multinational ... Food & Beverage

9

1

**STRATEGIC
ANALYSIS AND
THINKING**

9

9

8

4

**STRATEGY
EXECUTION**

- 1 Outstanding CEO – strategically focused
- 2 Best Practice culture in everything they did
- 3 Meritocracy – 41 nationalities
- 4 Strong corporate team culture
- 5 Rigorous performance management

The 4 main steps of Strategy Management

Multinational ... Food & Beverage

- 1 Outstanding CEO – strategically focused
- 2 Best Practice culture in everything they did
- 3 Meritocracy – 41 nationalities
- 4 Strong corporate team culture
- 5 Rigorous performance management

9

2

STRATE

MULA

Leadership attributes

1. Clear, calm, logical thinking, analysis and communication
2. Highly respected CEO across the business
3. Ability to motivate and encourage – NOT driven by fear despite high performance culture

The 4 main steps of Strategy Management

Diverse trading and manufacturing

8

7

7

6

- 1 Strong CEO / dominant personality – strategically focused
- 2 Good practice ambition within the company but compromised by strong excuse culture in wider society
- 3 BU Executives were operationally competent but lacked strategic ambition
- 4 Strong performance management disciplines

The 4 main steps of Strategy Management

Diverse trading and manufacturing

- 1 Strong CEO – strategically focused
- 2 Good practice ambition within the company but compromised by strong excuse culture in wider society
- 3 Operationally competent but BU Executives lacked strategic ambition
- 4 Strong performance management disciplines

2

ATE
ULA

Leadership attributes

1. Strong rather dominant CEO but with large gap to the BU Executives in strategic focus; danger of a one-man strategic focus, outside the Board.
2. A battle to get BUs to move out of operational comfort-zone status quo. Need for people change
3. Supportive Chairman – CEO of 20 years ago.

The 4 main steps of Strategy Management

Public sector Health Care ...

8

5

3.5

2

- 1 CEO out of his depth in leadership and in strategy management
- 2 No accountability at any level
- 3 Ineffective alignment: corporate > business units and departments
- 4 Individual health care professionalism but ineffective management
- 5 “*Command-and-control*” culture: employees de-motivated
- 6 Strong favoritism to nationals over ex-pats: result > demotivation

The 4 main steps of Strategy Management

Public sector Health Care ...

- 1 CEO out of his depth in leadership and in strategy management
- 2 No accountability at any level
- 3 Ineffective alignment: corporate > business units and departments
- 4 Individual health care professionalism but ineffective management
- 5 “Command-and-control” culture: employees de-motivated
- 6 Strong favoritism to nationals over expats: result > demotivation

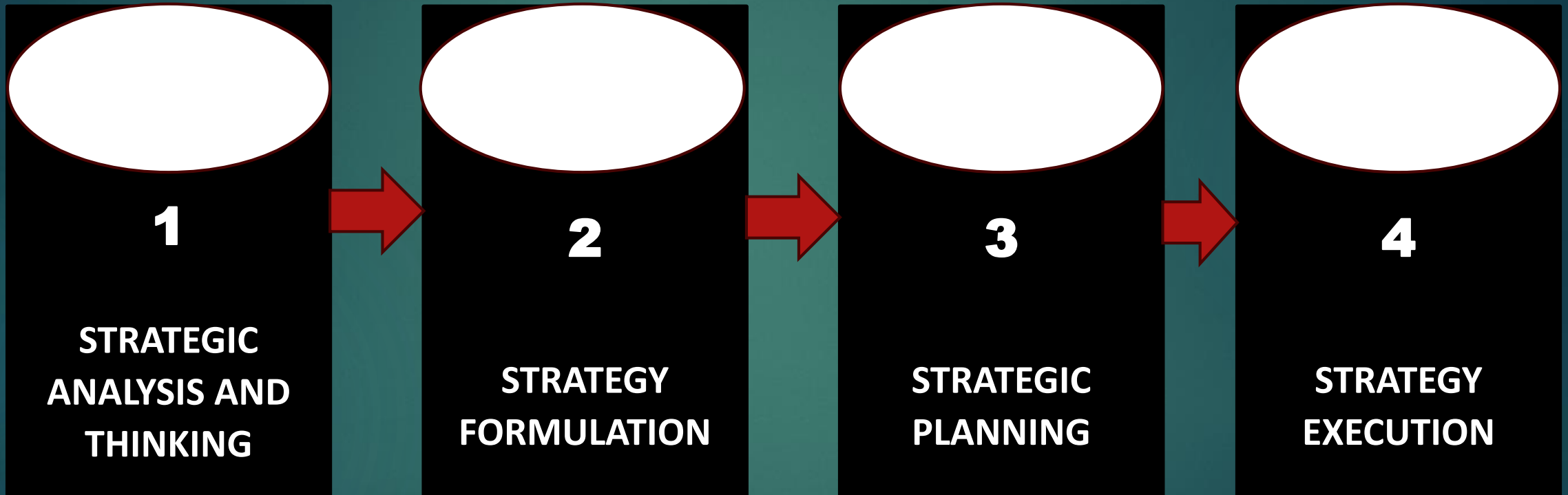
Leadership attributes / limitations

1. CEO apparently chosen on grounds of nationality and political connections within a hugely political public sector
2. Understood the health sector but seriously lacking in leadership / communication attributes
3. Clearly supported developing a new strategy but seemingly unable to contribute or provide top-down guidance

The 4 main steps of Strategy Management

Assess your organisation – or one that you know well

19



Please share your assessment on Chat Box: just 4 numbers in sequence

Underlying skills and attributes ...

- ▶ The “comfort zone” is Big Picture with a long-term ambition / Vision
- ▶ Clear logical thinking
- ▶ Decisiveness
- ▶ The ability and willingness to COMMUNICATE – absolutely vital: charisma
- ▶ Inspire others
- ▶ Respected throughout the organisation
- ▶ Gravitas without fear

Executive Leadership in Strategy Management

QUESTIONS ..?

ALAN V FELL

- **DIRECTOR: ALAN FELL CONSULTANCY LTD (UK)**

11 JULY 2025

ALANFELL@AOL.COM

+ 44 7798 778510