

Contents

Preface	xi
Acknowledgments	xv
The Authors	xvii
Introduction	1
1. What Is Strategic Leadership?	7
2. Strategic Thinking	43
3. Strategic Acting	83
4. Strategic Influence	123
5. Strategic Leadership Teams	167
6. Making Strategy a Learning Process in Your Organization	193
7. Becoming a Strategic Leader	215
Appendix A: Strategic Driver Paired-Voting Form	229
Appendix B: STRAT: Strategic Team Review and Action Tool	231
Appendix C: STRAT Items and the Learning Process	235

Appendix D: Using STRAT to Develop Your SLT	237
Appendix E: STRAT Norm Data	245
References	249
Index	253
About the Center for Creative Leadership	265