



FREE TASTER

Free taster

Strategy and Vision

A practical first step from the programme: making room to lead, not just manage

About 20 minutes to read and try. Best used alongside the free first video lesson, The leader as strategist. You will need your diary for the last two weeks.

Name

Date

STARBUCK & ASSOCIATES

COACHING & LEADERSHIP DEVELOPMENT

A programme for leaders who set direction

Strategy and Vision is a video programme for senior leaders who need to set direction, not just run the operation. It helps you step back from the day to day, decide where to focus, build a team around the plan and keep the strategy alive once the launch energy fades.

It helps with problems most senior leaders will recognise: a diary full of operational meetings, a strategy document nobody refers to, priorities that keep multiplying, and a team that is busy but not always pulling in the same direction.

How it works

Ten short video lessons, each with a practical tool and a workplace task to try before the next one. Knowledge checks help the ideas stick, and you receive a certificate of completion. You have 12 months' access, so you can work at your own pace.

What is inside

LESSON	WHAT YOU GET
01 The leader as strategist	Managing versus leading, and how to protect time to think.
02 Understanding where you are now	An honest view of your starting point.
03 Creating a compelling vision	A picture of the future people can see themselves in.
04 Turning vision into strategy	The few choices that make the vision real.
05 Building the right team	The people and capabilities the plan needs.
06 Setting up the team for success	Roles, ownership and ways of working.
07 Communicating the strategy	A message people can understand and repeat.
08 Aligning goals and measures	Goals that connect daily work to direction.
09 Leading through change and setbacks	Holding course when things do not go to plan.
10 Keeping strategy alive	Routines that stop the plan gathering dust.

HOW TO USE THIS TASTER

Watch the free first lesson, then work through pages 2 and 3. Page 4 shows where the full programme goes next.

The leader as strategist

As you move into a senior role, the job changes shape. Running the operation well still matters, but it is no longer enough. Someone has to decide where the organisation is heading and what it will not do. That is now part of your job.

	MANAGING	LEADING
Focus	Today's work and this month's numbers	Where we need to be in two or three years
Main activity	Solving problems as they arise	Choosing which problems are worth solving
Key question	Are we doing things right?	Are we doing the right things?
A good week	Everything got done	Something important moved forward

What strategy really is

Strategy is not a long document or a list of everything you hope to achieve. It is a small set of choices about where to focus your effort and resources, and, just as importantly, what you will not do. If your strategy never makes it harder to say yes to something, it is probably a wish list.

Protecting time to think

Strategic thinking needs uninterrupted time, and it is always the first thing to be squeezed. Urgent operational work fills whatever space it is given. Most leaders are capable of thinking strategically. What they lack is the diary space. A strategic time audit shows where your time really goes, and a thinking time plan helps you win some of it back.

EXAMPLE

Priya runs operations for a regional business. Looking back over two weeks of her diary, she finds almost every hour went on meetings she was invited to, rather than work she chose.

She blocks ninety minutes every Thursday morning, hands two standing meetings to her deputy, and uses the first session to write down the three choices she thinks the business must make next year.

YOUR TURN

Your strategic time audit

Use what is actually in your diary for the last two weeks, not what you intended to do. Rough hours are fine.

Exercise 1: Where your time went

TYPE OF WORK	ROUGH HOURS	WHAT COULD MOVE, SHRINK OR GO?
Running the operation		
Problems and firefighting		
Thinking and shaping direction		
People and relationships		

Exercise 2: Your balance

TIME I GIVE TO STRATEGIC THINKING	ALMOST NONE	A LITTLE	SOME	ENOUGH
Tick one	☐	☐	☐	☐

Exercise 3: Your thinking time plan

When each week will I protect time to think, for how long, and where?

What will I stop, delegate or shorten to make room for it?

What is the first strategic question I will use that time for?

Where the full programme takes you

The first lesson is about making room to lead. The rest of the programme takes you from an honest view of where you are now to a strategy your team understands, owns and keeps alive.

1

Know where you stand.

Lesson 2 helps you take stock of your organisation, your market and your team before you decide anything.

2

Set the direction.

Lessons 3 and 4 help you describe a compelling vision and turn it into a few clear choices.

3

Build the team around it.

Lessons 5 and 6 cover the people you need and how to set them up to succeed.

4

Bring people with you.

Lessons 7 and 8 help you communicate the strategy and connect goals and measures to it.

5

Keep it alive.

Lessons 9 and 10 cover leading through setbacks and the routines that keep strategy part of everyday work.

Who gets most from it

- Senior leaders stepping into a role with wider responsibility
- Leaders with a strategy on paper that is not yet shaping daily decisions
- Leadership teams who want a shared way of talking about direction and priorities

HOW PEOPLE USE IT

A practical rhythm is one lesson a week, using each workplace task on a real piece of work, such as a planning cycle or a team away day.

You can also watch the lessons with your leadership team and use the tools as the agenda for a regular strategy conversation.

What I am going to do

Two or three small changes that you actually make will do more than a long list you never start.

My three actions

WHAT I WILL DO	WHEN	WHO I WILL TELL

Coming back to this

Put a date in your diary about a month from now and answer these three questions.

What has changed since I did this taster?

What did I not get to, and what got in the way?

What am I carrying forward?

READY FOR THE FULL PROGRAMME?

Strategy and Vision

Ten short video lessons, each with a practical tool and workplace task, taking you from protecting time to think to a strategy your team understands and keeps alive.

£149 per person, per year, inc. VAT

Enrol at academy.starbuckassociates.com/courses/strategy-and-vision

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