



# Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success

By Richard L. Hughes, Katherine M. Beatty, David Dinwoodie

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In the second edition of the best-selling *Becoming a Strategic Leader*, Richard L. Hughes, Katherine Colarelli Beatty, and David L. Dinwoodie draw from the Center for Creative Leadership's (CCL) acclaimed Leading Strategically program to offer executives and managers a comprehensive approach to strategic leadership that reaches leaders at all levels of organizations.

This thoroughly revised edition concentrates on practical tools for producing impact right away. The authors place special emphasis on three essential strategic components: discovering and prioritizing strategic drivers, which determine sustainability and competitiveness; leadership strategy, which ignites the connections between people critical to enacting the business strategy; and how to foster the individual and organizational learning that is foundational to sustained performance.

The authors and other leadership development professionals have used the distinctive and systematic approach described in this book with great success in CCL's Leading Strategically program. The second edition also contains improved self-assessments that help to align the book's lessons learned with the program's current practices.

Readers will find fresh suggestions about developing the individual, team, and organizational skills needed for institutions to become more adaptable, flexible, and resilient. These are critical strategic attributes in a time of ever more rapid change, greater uncertainty, and globalization.

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## **Editorial Review**

### From the Inside Flap

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### From the Back Cover

#### Praise for the Second Edition of *Becoming a Strategic Leader*

"The architecture of CCL's Leading Strategically Program supports our business strategy and the changes in our leadership culture we need to put those plans into action. Now CCL's knowledge about strategic leadership is on hand in a book—a trusted companion for our journey to sustainable, high performance."

**Walter Bayly**, CEO, Banco de Credito, and chief operating officer, Credicorp Group

"Why read and use this book? It can and will inspire and equip you to lead and learn in ways that affect lasting, enhanced performance within and across organizations. JFK said 'leadership and learning are indispensable to each other,' and this book is a roadmap for harnessing their synergy."

**Dana H. Born**, Center for Public Leadership, John F. Kennedy School of Government, Harvard University

"In-place business leaders must be constantly growing, learning, and evolving. *Becoming a Strategic Leader* provides real learnings, strategies, and ideas that work to make those leaders more effective and the organization more successful."

**Raymond M. Burse**, vice president and general counsel (retired), GE Consumer and Industrial, General Electric Company

"'Being strategic' is an essential competency for all leading in today's complex environment. *Becoming a Strategic Leader* offers a unique blend of theory, experience, and practical guidance, making the science and art of being a strategic leader tangible."

**Ilene Wasserman**, president, ICW Consulting Group, and CCL board member

"Chock-full of tips and tools, this book puts 'strategic' within your reach with practical guidance for those seeking to learn this important skill."

**Mary Ellen Smith**, corporate vice president, Operations, Microsoft

#### About the Author

**Richard L. Hughes** served as transformation chair and academic department head at the U.S. Air Force Academy. He has also served in various management and teaching roles at the Center for Creative Leadership (CCL), where his work focused on senior executive leadership and organizational leadership development.

**Katherine Colarelli Beatty** has developed strategic leadership capabilities in individuals, teams, and organizations for more than twenty years. She has worked with nonprofit, government, and for-profit organizations from a variety of industries around the globe. Kate is the managing director of the Colorado Springs campus of CCL.

**David L. Dinwoodie** has served as general manager of EADA Business School in Barcelona. He has held senior management positions with pan-European and global responsibilities at Ernst & Young, BICC General Cable, Planeta de Agostini, and Bristol-Myers Squibb. David is the regional director for Latin America at CCL.

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