

# Building layers of strategic leadership

Dr. Judi Newman (2018) ©

Start with mindset. Move through the layers to build your confidence and competency levels in strategic leadership.

What is your confidence level with your ability to develop each layer?  
Identify your strengths, gaps and areas of development? What is your next step?

Category	No	Capability layer	Guiding question
Self-awareness and self-regulation	1	<b>Mindset</b>	Am I willing to change and improve?
	2	<b>Values</b>	Do I know what I stand for?
	3	<b>Trust</b>	Can I inspire trust in others?
	4	<b>Well-being</b>	Do I look after myself?
	5	<b>Balance</b>	Do I have a WWWH balance?
	6	<b>Composure</b>	Can I remain calm under pressure?
	7	<b>Warmth</b>	Do I show warmth to connect?
Knowledge and skill set	8	<b>Knowledge</b>	Do I know it?
	9	<b>Skill</b>	Can I do it?
	10	<b>Mastery</b>	What do I need to become an expert in?
	11	<b>Experience</b>	Can I do it in context?
Communication and ownership	12	<b>Vision</b>	Can I communicate a clear purpose?
	13	<b>Alignment</b>	Can I get line of sight?
	14	<b>Engagement</b>	Can I motivate and influence others?
	15	<b>Communication</b>	Can I make the complicated simple and compelling?
	16	<b>Collaboration</b>	Can I get others to collaborate for new and better ways?
	17	<b>Change leadership</b>	Can I manage others through change?
Strategic execution	18	<b>Systems thinking</b>	Can I think and plan strategically?
	19	<b>Team</b>	Can I build a high performing team?
	20	<b>Culture</b>	Can I shift a culture?
	21	<b>Innovation</b>	Can I create a setting of risk taking?
	22	<b>Execution</b>	Can I get results?
Building other leaders	23	<b>Style</b>	Can I differentiate my approach by managing, mentoring and coaching?
	24	<b>Shared leadership</b>	Am I able to share my leadership?
	25	<b>Championing others</b>	Can I advocate for others?
	26	<b>Coaching</b>	Can I build other leaders?
	27	<b>Legacy</b>	Can I leave a lasting and sustainable impact?

“The higher you move up the strategic layers, the more challenging the task; the less it is about managing yourself and the more it about serving others; the less it is about doing everything yourself and the more it is about creating settings where others can lead.” Dr. Judi Newman