EFFECTIVE LEADERSHIP AND STRATEGIC MANAGEMENT

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Presentation at Executive Development Institute – Lahore
September 09, 2026

CONTEXT

The External Environment: VUCA

V
Volatility

U
Uncertainty

C
Complexity

A
Ambiguity

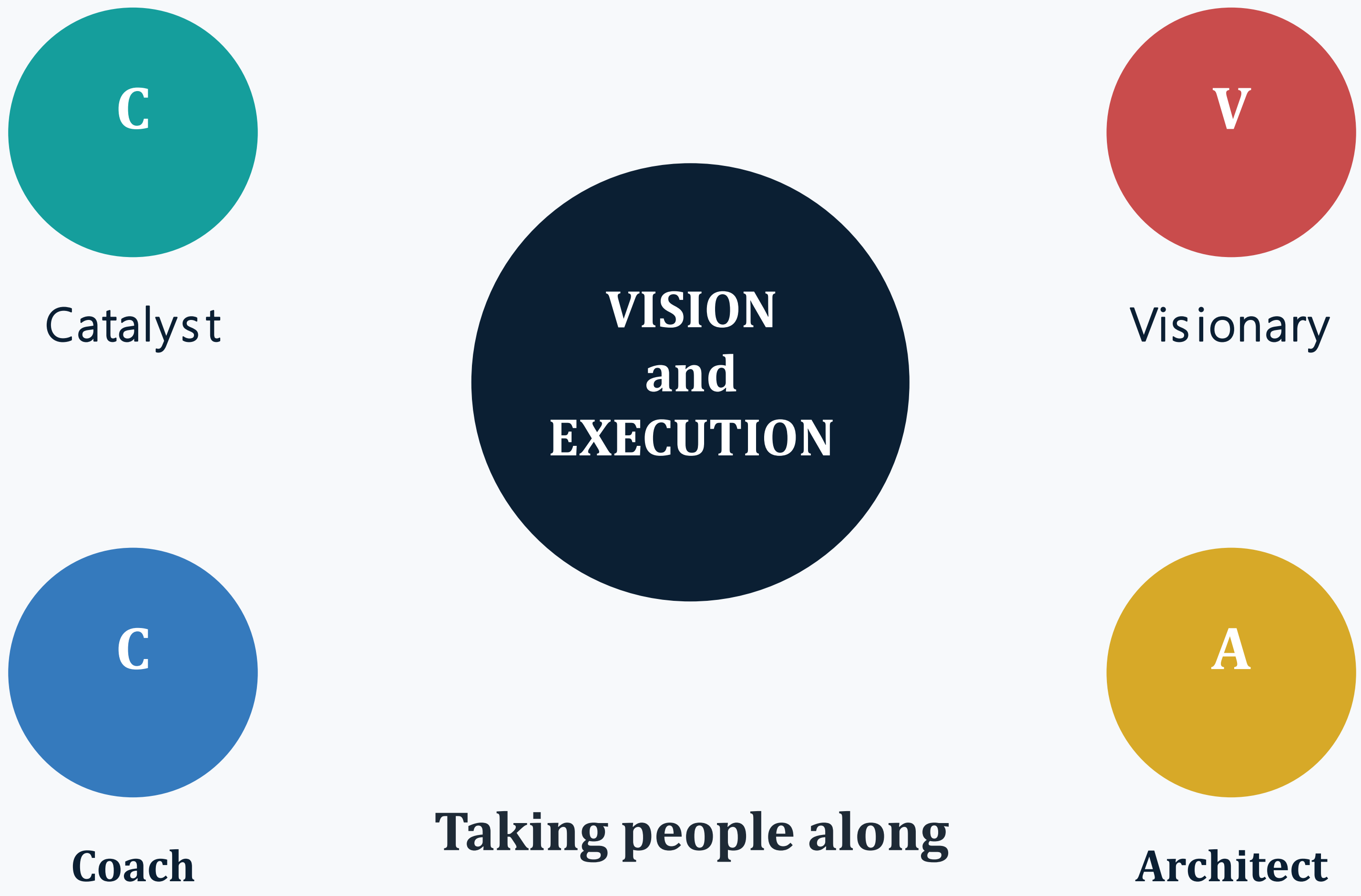
Effective leadership and strategic management operate in an environment shaped by volatility, uncertainty, complexity and ambiguity.

02

Effective Leadership

VACC — Visionary, Architect, Coach, Catalyst. Vision and execution capability, taking people along.

VACC: Visionary, Architect, Coach, Catalyst



Remain Informed About Mega Trends

- Changing technology
- Shifting balance of economic power
- Climate risks
- Demographic changes
- Macroeconomic developments

Anticipate

Major shocks and disruptions

Emerging risks

Potential crises

Make Strategic and Operational Adjustments

Granular Understanding

Remain involved and follow through with a granular understanding of what is happening and what needs to be done over time.

Respond to New Challenges

Make adjustments at the strategic and operational level to respond to challenges posed by mega trends.

Align Structure, People and Processes with the New Vision

Structure → People → Processes → New Vision

Visible Leadership

The leader has to be visible, accessible and constantly communicating with people.

Cut Across Silos

Everyone should know what is happening in other areas of the business.

Focus, Speed, Urgency and Flexibility

Synchronization

Focus, speed, urgency and flexibility demand a high level of synchronization.

Build Bridges

The leader builds bridges across multiple disciplines, fields and departments.

Adaptability

Volatility shortens the life span of a business model and strategy. Products become obsolete sooner than expected.

Differentiate between short-term disruptions and long-term displacements.

DECISION-MAKING

Make Decisions Swiftly

- Data
- Intelligence
- Feedback
- Hands-on involvement

DECISION

Together these provide the basis for decisions, while weighing a variety of opinions and possibilities.

Invest Managerial Energy—and Spot Opportunities

Invest Managerial Energy and Money

Innovations, strategic acquisitions, new customers, new products and new distribution channels.

Spot Opportunities

Pursue opportunities aggressively. Avoid unbridled optimism and unbridled pessimism. Maintain a real-time connection with reality, which itself is a moving target, and keep updating your picture of it.

Listen Deeply and Develop Leaders

Deep Listening

Actively seek multiple perspectives and remain open to critique.

Develop Leaders

Facilitate others to unleash their potential and help everyone discover the leader in themselves.

03

Strategic Management

Human resources, technology, labour productivity, organizational structure, credibility, scale, digitization, branding, culture, coordination, external orientation, R&D and clustering.

Build Human and Technological Capability

Human Resources

Professional, technical and managerial skills, together with soft skills such as teamwork, collaboration, communication and interpersonal relationships.

Technology

Assimilate and apply technology for innovation, continuous learning, development and adaptation.

Raise Productivity, Improve Structure, Establish Credibility

Labour Productivity

Invest in on-the-job training, upskilling and reskilling.

Organization

Modify organizational structure and processes; delegate authority with accountability.

Credibility

Build credibility through openness, public disclosure, ethical practices, trust and a clean balance sheet.

Scale, Digitize and Strengthen the Brand

Scale Economies

Expand, merge, acquire.

Digitization & Automation

Branch off to e-commerce.

Branding & Marketing

Product quality, durability, reliability and timely delivery.

Create a Conducive Culture and Coordinate in Real Time

Conducive Culture

Create a working environment in which employees show commitment and loyalty to the company, and keep communication channels open.

Coordination

Coordinate across verticals—not only at the leadership level but also across operating units—with real-time information sharing for troubleshooting and problem-solving.

External Orientation and Research & Development

External Orientation

Joint ventures with foreign firms; penetration in new markets; attracting FDI; franchising; outsourcing from advanced countries; and contract and toll manufacturing from reputable international firms and brands.

Research & Development

Joint investment by the industry, including new materials—for example, composites in the sports goods industry.

Clustering: Pool Capabilities and Common Services

- **Labour & skills**
- **Testing labs**
- **Training & vocational institutes**
- **New materials & inputs**
- **Universities & knowledge exchange**
- **Best practices & common services**
- **Repair, maintenance & utilities**
- **Export processing, SEZs, technology zones & small industrial estates**

Pooling and availability of labour, skills, facilities, knowledge, inputs, common services and infrastructure.

Thank You