

## 4 – How can I be a more strategic leader?

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### **Purpose**

Help supervisors become visionary leaders through their mastery of strategic goal setting.

### **Preparation**

Prayerfully study these scriptures and resources.

- [“Which Road Will You Travel?”](#) by Thomas S. Monson
- [“Faith, the Greater Knowledge”](#) by Elder G. Homer Durham
- Goal Setting in *Effective Supervision*

What are the main things you learned from these resources?

How do they help you and those you serve become better leaders in the workplace?

Which messages will you share with those in this department?

### **Making Connections**

These discussions will not only develop employees into stronger disciple leaders but will help them see the relevance of the gospel in their careers. Invite them to write down their impressions. Also, invite them to share pertinent, personal experiences that strengthen the doctrine being taught.

### **Discussion: How can I set effective goals for my department?**

- *How have you seen Heavenly Father help you make goals in your life? What are Heavenly Father’s ultimate goals for you? (See [TG Objectives](#)) How can we follow Heavenly Father’s example of goal setting in our own leadership roles?*

For behold, this is my work and my glory—to bring to pass the immortality and eternal life of man.  
([Moses 1:39](#))

- *Why is it important to know the purpose of your organization before you can plan an effective goal? Why is it necessary to prioritize our goals? Why must goals have specific constraints, as described in [Effective Supervision](#), in order to be effective?*

Where there is no vision, the people perish: but he that keepeth the law, happy is he. ([Proverbs 29:18](#))

- *What is the difference between an ambitious idea and a personal goal? How can we make sure that the goals we’re setting are not over-zealous? (See [Mosiah 4:27](#)) How can vision help us accomplish our goals?*

Several years ago, my husband and I qualified to run the Boston Marathon. The night before the marathon, in an effort to visualize what it would be like to complete the race, we went to downtown Boston about a mile from the finish line. There in the quiet of the evening we laced up our running shoes and ran that last mile to the finish. As we crossed the line we held our hands victoriously high in the air and pretended that we had won the race! ... The next day we ran the race. Twenty-six point two miles (41.3 km) is a challenging distance. There are hills that are called “Heartbreak” for a very good reason. The entire time I was running those hills, I kept in mind that finish line and what it had felt like the night before to cross the line victorious. That vision of the finish line helped me to finish that marathon in a pelting, cold New England storm. (Elaine S. Dalton, “*Press Forward and Be Steadfast*”, April 2003)

**Discussion: What can I do when our goals are hindered by an unexpected obstacle?**

- *What are some obstacles that stop you from achieving your goals? How can a lack of strategy hinder the progress of your department? What can we do to prepare for these obstacles?*

A compass, I learnt when I was surveying, it'll... it'll point you true north from where you're standing, but it's got no advice about the swamps, deserts and chasms that you'll encounter along the way. If in pursuit of your destination, you plunge ahead heedless of obstacles, and achieve nothing more than to sink in a swamp, what's the use of knowing true north? (Tony Kushner, *Lincoln*, November 16, 2012)

- Invite employees to read and study one of the battles found in the Book of Mormon. *What are the goals of this military leader? How do you think this military leader used these goals to develop his strategies? What can this experience teach us about creating our own leadership strategies?*

To win wars, you must win the right battles. See [Alma 46](#), [Alma 50](#), [Alma 51](#), etc.

- *What are the differences between short-term goals and long-term goals? In your experience, how have short-term goals helped you accomplish a long-term goal? What role do short-term goals have in long-term goal setting?*

I feel that goal-setting is absolutely necessary for happy living. But the goal is only part of the desired procedures. We need to know which roads to take to reach the goal. (Bishop John H. Vandenberg, "Strait Is the Gate", April 1966)

**Application**

Through these activities, employees will be directly or indirectly invited to make a personal inventory of their own work and (through the Spirit) realize the specific things that they must do in order to become a better disciple leader.

- Invite employees to work as a team to *establish* one specific goal for your department that is specific, measurable, achievable, realistic, and time bound. Break down this goal into manageable tasks. *How are they going to assess their progress? How can they make sure that each member of the team will feel accountable for achieving this goal?*
- Revisit an unaccomplished goal in the department. *Is this goal still worth accomplishing? If so, what does our department need to do in order to accomplish it? If not, how can we avoid setting ineffective goals?*

**One on One** (Conducted outside of the training by the head of the department)

- Discuss this employee's long-term professional goals. *How are your daily tasks moving you closer towards this goal? What short-term goals have you set to achieve this goal? Help this employee develop more effective short term goals.*
- Discuss the goals of the people who report to this employee. *What are their professional goals? What opportunities should we give these employees to help them reach these goals?*