


# Tips to Reenergize Your Leadership Team



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# Leadership Team Definition...

A leadership team is a group of individuals, each of whom has personal responsibility for ***leading some part of a system*** but who also ***are interdependent*** for the purpose of providing overall leadership to a larger enterprise.



*Ruth Wageman, Senior Leadership Teams*



# Great Leadership Teams...

- ☑️ **Oversee and contribute to the achievement of tangible, measurable results.**
- ☑️ **Have impact above and beyond the contributions of any one individual.**
- ☑️ **Grow in capacity to solve increasingly challenging problems over time.**
- ☑️ **Have confidence in their ability to get back in sync after inevitable periods of dysfunction.**

# Why teams need to reenergize...

- Effective Leadership Teams are critical to the health of organizations...
  - Engagement starts at the top. Without engaged senior leadership, companies are not able to engage the hearts and minds of their employees.
  - Engagement is derived from the way a senior leader connects with other senior leaders in the organization and *how effective and accountable they are as a unit.*
  - Our premise is that effective leadership teams enhance an organization's likelihood of achieving business results.





# Why teams need to reenergize...

- Only 18% of executives rated their teams as ‘very effective.’
- 97% of executives agree that increased leadership team effectiveness would have a positive impact on results.





# Why teams need to reenergize...

- Duplication of effort.
- 'Real' meetings happening after 'official' meetings.
- Politics and gamesmanship.
- Unhealthy inter-departmental competition.
- Delayed decision making.
- Churning over and over on the same issues.
- Conflict avoidance.



# Why teams need to reenergize...

*“Great leadership teams never succeed by accident. Without nurturing, leadership teams can actually become organizational impediments...”*



# Factors That Enable Team Effectiveness...

## Structural Factors

*Factors that help teams focus on and achieve specific business outcomes.*



- What is the team's specific purpose?
- Are the right people on the team?
- Does the team operate by a set of agreed principles?
- Do incentives support teamwork?

## Relational Factors

*Factors that help teams develop productive and healthy work environments.*



- Do team members trust each other?
- Does the team encourage diverging viewpoints?
- Does the team engage in productive debate?
- Do team members hold each other accountable?





# Factors That Enable Team Effectiveness...

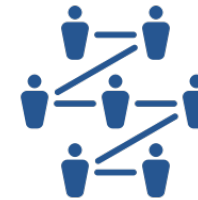
- Both sets of enabling factors are extremely important but depending on a team's stage of development and the complexity it faces at any given point in time the weight of the factors might change.

## Structural Factors



- There is no doubt that insufficient structure can exacerbate relationships among leadership team members.
  - *E.G., incentive structures that inadvertently create competition will naturally put pressure on relationships.*

## Relational Factors



- There is also no doubt that bad relationships among team members can expose poor structural design.
  - *E.G., it is very difficult to gain agreement on a team's purpose without a sound relational foundation where team members can challenge and debate productively.*

# The 3 Tips...

## Tip #1



Confirm  
Leadership Team  
Purpose

## Tip #2



Foster  
Productive  
Dialogue

## Tip #3



Reinforce  
Accountability



## Tip #1: Confirm Team Purpose...

*“Leadership team purpose should encapsulate what the formal leader (CEO/President/GM) needs this group of enterprise leaders to do that cannot be accomplished by any other set of people.”*



# Tip #1: Confirm Team Purpose...

#1

Start with strategy and identify the most critical areas that must be tackled for the strategy to be successful.

*Critical requirement to focus on diversification beyond 1 customer representing 70% of revenue.*

#2

Identify interdependencies among leadership team members that will drive the strategy.

*Resource management, sales, finance, service lines required to shape a coordinated diversification strategy*

#3

Narrow the interdependencies to a critical few that the L-team is uniquely positioned to address.

*Shape an integrated go to market approach; leverage current offerings with new products and services; build a scalable support infrastructure.*

#4

Formal leader needs to take team input and shape a compelling purpose.

*"The long-term viability of our firm depends on our efforts to capture new customers and expand into new markets."*



## Tip #2: Foster Productive Dialogue...

*“Productive dialogue is the ability for teams to challenge, debate and discuss their most important issues in a manner that progresses the issues and leaves minimal relational scars.”*





## Tip #2: Foster Productive Dialogue...

*In her landmark study on teams, Amy Edmondson discovered that the highest performing teams were the ones with the highest reported errors – teammates were comfortable openly admitting mistakes...they weren't afraid to tell the leader that something was wrong.*

**TED<sup>x</sup>HGSE**  
x = independently organized TED event

Amy Edmondson

# Tip #2: Foster Productive Dialogue...



Start by taking some time to help the team get to know each other at a deeper level.



Foster self-awareness – how I see myself and how I believe others see me.



Make behavioral commitments to strengthen the effectiveness of the team at this point in its life cycle.



Have the discipline to give and receive feedback.

*"I've been doing these things for over 15 years and no one ever told me how damaging they were!"*





## Tip #3: Reinforce Accountability...

*“In high performance teams, peers manage the vast majority of performance issues with one another.”*





# Tip #3: Reinforce Accountability...



The formal leader needs to clarify and reinforce the importance of authority, individual and team accountability.



Double down on collective and individual accountabilities for decisions and actions required to achieve the team's purpose.



Commit to hold each other accountable formally and informally – don't wait until someone is buried before reaching out.



## Tip #3: Reinforce Accountability...

*“Truly great leadership teams are resilient and have the capacity to reenergize and get back in sync after inevitable periods of dysfunction.”*



# Complimentary Offer...

*Limited to CEOs, Presidents, GMs*

## Complimentary Leadership Team Assessment



*(Limited to CEOs, Presidents, and GMs)*

DIAGNOSE YOUR LEADERSHIP TEAM'S PERFORMANCE AND IDENTIFY WHAT DIALS NEED TO BE ADJUSTED TO BUILD A TRULY GREAT TEAM.

Take advantage of this valuable offer to use a proven instrument to gain a better understanding of what's working, what's not and how to fix it. The online Team Leader Diagnostic from Team Coaching International, which takes about 20 minutes to complete, will enable you to diagnose your team's performance from two perspectives – 'What results is the team achieving? and How is the team achieving these results?' An experienced RI consultant will then sit down with you to help you evaluate the diagnosis and create a preliminary plan to attack the gaps.

URL: [www.relationship-impact.com/free-team-assessment/](http://www.relationship-impact.com/free-team-assessment/)

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