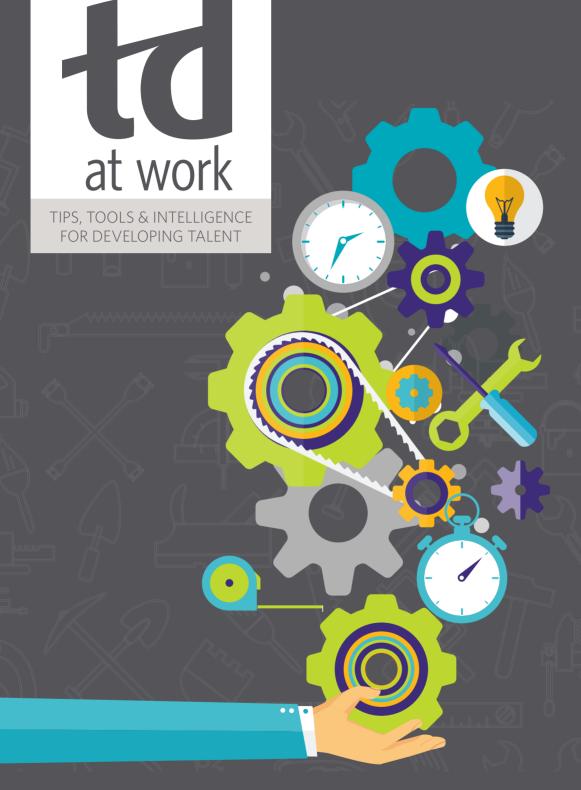
2017
TD AT WORK COLLECTION







A TOOLKIT FOR LEADERS



IN THIS COLLECTION

THE FUTURIST LEADER

CRITICAL COMPETENCIES FOR 21ST CENTURY LEADERS

DEVELOPING A LEADERSHIP STRATEGY

MANAGING AS A GROUND FLOOR LEADER

LEADING WHEN THERE'S TOO MUCH CHANGE

THE ART AND SKILL OF COLLABORATIVE LEADERSHIP

DEVELOPING HIGH-PERFORMANCE LEADERSHIP TEAMS

Community Manager, Human Capital Ann Parker

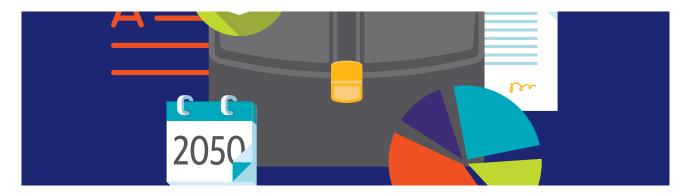
Need a trainer's lifeline? Visit td.org/tdatwork.



TD at Work (ISSN 2373-5570, Electronic ISSN 2373-5589, ISBN 978-1-56286-445-3, Electronic ISBN 978-1-56286-447-7) is published monthly by the Association for Talent Development, 1640 King Street, Alexandria, VA 22314. Copyright © 2017 TD at Work and ATD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600).

VOL. 32 • ISSUE 1507 • JULY 2015

THE FUTURIST LEADER



AUTHOR

Yvette Montero Salvatico

Yvette Montero Salvatico is a principal and managing director at Kedge, a global foresight, innovation, creativity, and strategic design consultancy. She is also a co-founder and an instructor at The Futures School. With more than 15 years of corporate finance, HR, and leadership experience, Yvette is uniquely positioned to successfully integrate strategic foresight into complex organizations.

Community Manager, Human Capital

Ann Parker

Editor, TD at Work

Patty Gaul

Associate Editor

Caroline Coppel

Production Design

Maggie Hyde

| WHAT IS STRATEGIC FORESIGHT? | ······································ |
|---------------------------------------------------------|----------------------------------------|
| THE PUSH AND PULL OF THE FUTURE | 2 |
| STRATEGIC FORESIGHT IN PRACTICE | Z |
| NATURAL FORESIGHT FRAMEWORK: BECOMING A FUTURIST LEADER | <i>6</i> |
| CONCLUSION | 14 |
| REFERENCES & RESOURCES | 15 |

JOB AIDS

| A Futures Thinking Exercise | 17 |
|--------------------------------------------|----|
| Foresight Gap Identification Questionnaire | 18 |

Need a trainer's lifeline? Visit td.org/tdatwork.

Printed in the United States of America.

For help or inquiries about your subscription, please contact Customer Care at 1.800.628.2783/1.703.683.8100 (international).

TD at Work [ISSN 2373-5570, Electronic ISSN 2373-5589, ISBN 978-1-60728-303-4, Electronic ISBN 978-1-60728-304-1] is published monthly by the Association for Talent Development, 1640 King Street, Alexandria, VA 22314. TD at Work is available for subscription in print or digitally. The subscription rate for the Monthly All-Access [12 print and digital issues, plus archive access] is \$99 (ATD national members] and \$139 (nonmembers). The monthly digital subscription rate for 12 issues is \$69 (ATD national members) and \$99 (nonmembers). Periodicals postage paid at Alexandria, Virginia, and additional entries. POSTMASTER: Send address changes to TD at Work, 1640 King Street Alexandria, VA 22314. Claims for replacement of subscription issues not received must be made within three months of the issue date. Copyright © July 2015 TD at Work and ATD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600). ATD Press grants permission for the material on pages 17-19 to be reproduced for personal use.

ew would argue that we are living in turbulent times. In fact, experts across disciplines have adopted an acronym for the current business environment that was first coined by the U.S. military to describe the chaotic situations in modern war-torn landscapes: VUCA, which stands for volatility, uncertainty, complexity, and ambiguity. This challenging landscape is here to stay, and businesses will need to embrace new leadership and organizational development approaches in order to be successful.

Volatility, amplified by accelerating change, produces a world in which social, cultural, and technological progress is exponentially increasing in ever-shorter intervals of time. In such an ecosystem, it is not enough to stay informed about the latest trends and data. Savvy leaders understand that there is now a mandate toward staying ahead of growth curves, and having the foresight to both know how to find breakthroughs and, ultimately, create the future.

Despite our outward desire to embrace creativity, scientific studies have demonstrated that our innate desire to reduce **uncertainty** actually works to sabotage our innovation efforts. Rather than attempting to plan and problem solve their way to reduced uncertainty (an impossible goal), today's leaders must demonstrate more agility and adopt approaches to actively engage with uncertainty.

There is more than technology driving the **complexity** of today's environment. Societal, economic, environmental, and political drivers are colliding with technological advancements to create new challenges and, more importantly, new opportunities. In the future, only those organizations that are adept at recognizing emerging patterns and developing resilient strategies will survive and thrive.

Finally, if uncertainty is when the variables are defined but their values are unknown (like rolling a set of dice), then **ambiguity** is when even the variables are unknown (do you even have a set of dice?). Businesses that focus solely on uncertainty actually delude themselves into thinking that they have a handle on things. Traditional strategic processes that rely on extrapolating historical data assume that today's variables will be relevant in the future. In a VUCA environment, these linear

forecasts provide a false sense of security and are inaccurate beyond a short-term timeline.

It is clear that leading organizations in these volatile and complex times require new approaches and mindsets. Today's business leaders must remain focused on what's next. In order to gain greater visibility about the future, what is needed is not a better crystal ball, but an instrument for building resilience, adaptability, and opportunity through recognition of emerging patterns. Futures thinking is that instrument, and strategic foresight provides the framework.

This TD at Work will:

- Define strategic foresight and outline the business imperative for this approach.
- Describe the push and pull of the future, and how leveraging both ends of the foresight spectrum (trends and aspirations) is critical.
- Provide guidance on putting strategic foresight into practice.
- Explain how applying the Natural Foresight framework can help you become a futurist leader.

WHAT IS STRATEGIC FORESIGHT?

Strategic foresight is a decades-old discipline that allows us to create functional views of alternative futures and possibilities. Through this process, organizations are better prepared for potential threats and are able to capitalize on hidden opportunities. While no one can predict the future, foresight allows us to mine the external environment for trends and leverage those insights to create maps of the emerging landscape. These well-informed maps of the future allow us to test our current strategy, develop breakthrough innovations, and create transformative change.

Strategic foresight and its most common tool, scenario planning, have been used successfully at the corporate planning level for decades, the most famous example being that of the energy and petrochemical giant Royal Dutch Shell. During the oil crisis of the late 1960s, Shell altered its strategy and successfully propelled itself to the top of the

COPYRIGHT © ATD The Futurist Leader | 1

industry, a move accredited to the use of scenario planning. Today, organizations like Intel, Ford, and Disney have joined Shell in employing futurists to leverage foresight tools for organization-wide strategy development and innovation.

Ultimately, the power of foresight lies not in its tools and methods but in its ability to alter perspectives. For this reason, strategic foresight is not just useful within strategic planning, but it also provides a new lens through which to reframe all of our outdated, Industrial Age processes that are no longer effective in our VUCA environment. Strategic foresight is a discipline, but it actually works best as a philosophy running in the background and supporting all of our decision making and actions. In other words, strategic

foresight should act more like an operating system than just another app that is added to the organization's processes. Organizations that intentionally develop a futures culture are primed for market-leading innovation, successful opportunity development, and revenuegenerating futures intelligence.

THE PUSH AND PULL OF THE FUTURE

When contemplating the future, we instinctively think of the "top trends" lists that are always making headlines. For most, the word *trend* has become synonymous with the future. This common but erroneous interpretation causes

CASE STUDY: PROTOTYPING THE FUTURE

Situation

With a series of product misses, the research and development (R&D) division of a Fortune 500 hospitality company was struggling to create breakthrough innovation. When they discovered that NASA and Intel had recently hired science fiction writers to help them narrate possible futures for their products and services, company leadership decided to leverage the same approach. Their goal was to incorporate foresight into their innovation process, R&D, and internal ideation programs.

Solution

Design fiction is an approach to strategic foresight that speculates about new ideas, products, and services through provocative storytelling and prototyping. This method allows practitioners the benefit of experiencing scenario building from an immersive perspective, creating artifacts from the future that explore the effects and opportunities of various emerging landscapes in a tangible fashion.

Results

Gathering a team of leaders and innovation specialists, the organization began leveraging design fiction through a series of multiday workshops in which participants:

- explored trends and issues on the horizon
- leveraged these ideas to construct far-reaching and provocative stories about future societies, cities, values, technologies, experiences, business models, and more
- imagined artifacts of the future that were found directly in these stories or would possibly be a part of these worlds
- created the artifacts using modeling materials such as clay, plastic, cardboard, and even Legos
- fed the most promising of these ideas into their innovation and R&D processes to be refined.

Each time it has conducted the design fiction workshops, the organization has been able to identify several transformative innovations, giving it a strategic advantage over competitors and allowing it to consistently be an industry leader.

2 | The Futurist Leader COPYRIGHT © ATD

many strategic foresight efforts to stall because trends are not the future. Trends are visible because they are occurring *today*. They represent the present. In fact, trends can be our worst enemy; they tend to keep us connected to what is immediate and surrounding us, but fail to stretch us to see what is changing, what is emerging, and what is possible.

While identifying and interpreting trends is an important part of the strategic foresight process, trends themselves represent just one aspect of strategic foresight. The future exists across a spectrum, with two distinct ends: the push and the pull of the future. Most organizations focus solely on the push of the future. This end of the spectrum represents the trends and emerging issues that are coming at us, pushing us into the future regardless of our actions. On the other end of the spectrum is the pull of the future. This represents our ability to purposefully identify and create our preferred futures.

ORGANIZATIONS THAT INTENTIONALLY
DEVELOP A FUTURES CULTURE ARE
PRIMED FOR MARKET-LEADING
INNOVATION, SUCCESSFUL OPPORTUNITY
DEVELOPMENT, AND REVENUEGENERATING FUTURES INTELLIGENCE.

The following analogy can be helpful in understanding the pull of the future. There is a small anchor on sailing vessels that has a critical role. When there is no wind, this small anchor, known as the kedge, is tied to a long rope and sent out in a row boat with a few of the ship's sailors. They travel in the direction the ship wants to sail and drop the kedge. Those remaining on the ship then pull themselves toward that location. Similarly, understanding the push of the future (the trends and emerging issues) allows us to successfully navigate or "pull" ourselves to our

WHAT MAKES A GOOD FUTURIST?

In our VUCA environment, everyone in your organization must be a futurist, continually challenging biases and scanning the environment for hidden opportunities. Here is a list of attributes a good futurist should embody. A good futurist should:

- Crave curiosity. As a futurist, it is more important to ask "why?" than "what?" so that we can dive into the root cause of an issue and understand the value shifts driving today's trends. It is not uncommon for good futurists to explore so far into a trend that they forget where their journey began. In other words, if you feel like you have been down the rabbit hole while examining trends, you are probably doing it right!
- Act courageously. Thinking and acting on our futures intelligence takes courage. As humans we are wired to reject change, and the future is synonymous with change. A good futurist must recognize that the insights we share will make others feel uncomfortable, but it is in that discomfort that growth occurs.
- **Welcome diversity.** Foresight is a team sport. We all have biases and assumptions driven by our worldviews and mental maps. Exploring the future alongside a diverse set of peers ensures that we challenge our information filters.
- **Think outrageously.** The ability to think provocatively is paramount to being a good futurist. In order to expand our thinking (and that of our leadership and stakeholders), we must stretch our minds beyond our comfort zone.
- **Connect the dots.** It is not enough to collect the dots (or trends). A good futurist must also connect them to uncover patterns. Nothing in our current landscape exists in isolation and trends are no exception. To understand what's next, we must analyze the intersection of trends and make sense of the patterns they form.
- Think in multiples. A core principle of strategic foresight is that there is not one but unlimited futures before us. As good futurists, we must be able to think in simultaneous, multiple futures rather than the traditional, single, linear forecast. Being able to consider paths beyond the official future allows us to create robust and resilient strategies that will be successful no matter which future emerges.

COPYRIGHT © ATD The Futurist Leader | 3

LEARNING AND DEVELOPMENT



AUTHOR

Lou Russell

Lou Russell is the CEO of Russell Martin & Associates and L+earn, an executive consultant, speaker, and author whose passion is to create growth in companies by guiding the growth of their people. In her speaking, training, and writing, Russell draws on 30 years of experience helping organizations achieve their full potential. For more information, please visit her website, www.russellmartin.com, or visit her on Twitter @nolecture.

Community Manager, Human Capital

Kristin Husak

Editor, Infoline

Phaedra Brotherton

Associate Editor

Stephanie Castellano

Production Design

Mazin Abdelgader

CRITICAL COMPETENCIES FOR 21ST CENTURY LEADERS

| THE NEW VERSUS OLD WAYS OF WORK | 1 |
|-----------------------------------------|----|
| A MODEL FOR LEADING YOURSELF AND OTHERS | 2 |
| LEADING YOURSELF | 3 |
| LEADING OTHERS | 5 |
| THE JOURNEY BEGINS | 12 |
| | |
| REFERENCES & RESOURCES | |
| JOB AIDS | 14 |
| A 360° Degree Assessment of Leadership | |
| Competencies | 14 |

Need a trainer's lifeline? Visit infoline.astd.org.

Infoline is a real got-a-problem, find-a-solution publication. Concise and practical, Infoline is an information lifeline written specifically for trainers and other workplace learning and performance professionals. Whether the subject is a current trend in the field, or tried-and-true training basics, Infoline is a complete, reliable trainer's information resource. Infoline is available by subscription and single copy purchase.

Printed in the United States of America.

For help or inquiries about your subscription, please contact Customer Care at 1.800.628.2783/1.703.683.8100 (international).



Infoline (ISSN 87559269, ISBN 9781562868338, Electronic ISBN 9781607286578) is published monthly by the American Society for Training & Development, 1640 King Street, Alexandria, VA 22314. Infoline is available for subscription in print or digitally. The subscription rate for 12 issues is \$99 (for ASTD national members) and \$139 (for nonmembers). Periodicals postage paid at Alexandria, Virginia, and additional entries. POSTMASTER: Send address changes to Infoline, P.O. Box 1443, Alexandria, VA 22313-1443. Claims for replacement of subscription issues not received must be made within three months of the issue date. Copyright © March 2012 Infoline and ASTD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600). ASTD Press grants permission for the material on pages 14-16 to be reproduced for personal use.

THE NEW VERSUS OLD **WAYS OF WORK**

Ten years ago, my team and I did some research on the most important competencies of leadership. I define leadership as the result of using one's formal role and personal abilities to motivate and influence. Successful leadership involves managing oneself and relationships with others to move toward a specific business goal. An effective leader helps people grow their skills, knowledge, and confidence in a real, practical context. Leadership is about people, and all people are different. This is as true today as it was ten years ago.

Although our research focused on IT organizations of all sizes, it soon became apparent that the most critical competencies had more to do with people skills than functional skills. IT leaders had to learn to move beyond technical knowledge to grow highperforming teams. Likewise, learning professionals must move beyond (though not abandon) classrooms, e-learning and LMS wars to grow highperforming teams and leaders. Like most things that are difficult yet critical to organizational success, leadership is primarily about communication.

Easier said than done. Communication is more difficult than ever, and ironically, technology is partly to blame. Thanks to the increase in communication methods, we are overwhelmed by constant noise. Instead of thinking about how to improve a relationship through meaningful communication, we react frantically to piles of messages, planning to have that face-to-face conversation "when there's time." There will never be more time, and likely there will be less, as one-way technological messages continue to invade every moment of our lives. How we choose to be a leader defines how our teams and individuals on those teams will succeed. How we prioritize what we listen to and what we focus on is the new challenge.

AN UNDERSTAFFED WORLD

The other driver challenging leadership is tough economic times. There is more fear and uncertainty in our businesses right now. Unemployment is high, which encourages people to stay in jobs they don't belong in. It also encourages businesses to keep pushing, demanding more and more with fewer and fewer people. Most of my students tell me that their workload is impossible. Imagine going to work each morning knowing you are going to fail to deliver what is asked of you. Insurmountable workloads drive down employee satisfaction and engagement. This creates a new leadership challenge on two levels: How do you engage people who are miserable, and perhaps, rightly so; and how do you lead when you are miserable yourself? It's very possible that this is the new norm, and it is critical that we as leaders learn how to react to this new world of communication chaos, disengagement, and stress for ourselves and those we lead.

This understaffed world of work has created some other interesting dynamics. More work is being done by contractors, vendors, or people in other functional areas who really don't have to do what you ask of them. Critical to your work success is managing a network of contractors, vendors and other functional staff to get their work done. No work can be accomplished without someone else. Collaboration and accountability are critical to success. The lack of both is apparent in many organizations today.

This *Infoline* will help you develop the leadership competencies to thrive in the new versus old way of work by showing you how to:

- 1) Lead yourself by
 - developing self-awareness
 - resiliency
 - emotional fortitude.
- 2) Lead others to high performance by creating
 - shared purpose
 - shared processes
 - clear roles
 - mutual accountability.

A MODEL FOR LEADING YOURSELF AND OTHERS

Each of the competencies outlined in this *Infoline* are critical to achieving the ultimate goal—high—performing teams. Of course, the reality is that this is a continuous process that can never quite be fully achieved.

The High-Performing Teams Pyramid serves as a model for leading others and yourself. It builds from the bottom up, and collapses if any of the supporting levels decay. Components include:

Shared Vision, Mission, and Values. These are the cornerstone. Know what your purpose is, where you want to go and what the ground rules are so that you won't compromise any of these. Most people have an established personal vision, mission, and values, and a great deal of conflict comes from others crossing these often unspoken boundaries. In this section, you will read how to make these explicit on a personal, team and organizational level.

High
Performing
Teams

Trust

Accountability

Clear roles and responsibilities

Shared processes

Shared Vision, Mission, Values

Shared Processes. Once the purpose, direction and values are clear to everyone, processes are defined to get the work done. A lack of defined process creates rework, priority conflict and silos. It breaks down communication.

Clear Roles and Responsibilities. With a defined process, roles can be clarified and assigned. Role clarification is especially important and often missing in today's workplace, as people juggle multiple roles constantly. Multiple people end up trying to do the same work, while other work goes undone. Even clarified roles have to be revisited often as work and people change.

Accountability. At this point, everyone knows the destination, the steps to get there and what part they play. Some people will inevitably choose not to play the part assigned to them. If the leader and team members do not hold each individual accountable, it fosters an environment of resentment and leads to team members questioning the credibility of the leader and the purpose of the team.

Trust. When members of a team are able to count on each other, trust grows. Trust cannot be gained without going through the bottom steps of the pyramid. Most people believe they are trustworthy, and everyone knows someone who they perceive is not.

Assuming the leader and team are courageous enough to call out people when they are not accountable, the team moves to high performance, temporarily of course. Each of the levels must be watched carefully to maintain this very rare and special state.

LEADING YOURSELF

Leaders are shaped by their personal qualities and life experiences, whether positive or negative, and are influenced by them when they evaluate situations and make decisions. Effective leaders make sure that their leadership filters are influencing them to be the kind of leader they want to be.

VISION, MISSION, AND VALUES

Creating a vision, mission, and values isn't very difficult. Most people and companies have gone through this process and have the results tucked away somewhere. The challenge is keeping them present all the time. If you can't recite your own personal vision, mission and values as well as your organization's, you don't have them. No rudder, no steering, no high performance. See the sidebar, Develop a Personal Vision and Mission, to help you articulate your individual goals.

KNOWING YOURSELF

At some point, a leader must seek feedback on his leadership abilities. I like to use two complimentary assessments to help a leader identify strengths and challenges: DISC and Workplace Motivators. DISC provides a behavioral assessment of strengths and blindspots. Are you a task- or people-focused person? Do you work quickly or diligently? The Workplace Motivator assessment determines how you prioritize the things that are important to you. Target Training International, an assessmentsolutions developer, offers an assessment that includes a model of the gap between who you need to be and who you are pretending to be. This is critical information that also identifies your current stress level.

Most organizations also use a 360° assessment to get on-the-ground feedback from self, peers, supervisors and staff. The job aid at the back of this issue is a 360° assessment based on the competencies discussed in this Infoline. The three assessments mentioned above—DISC, Workplace Motivators and 360°—validate each other, providing clear, factual data to grow a leader's self-awareness.

BUILD SELF-RESILIENCY

Successfully navigating constantly-changing terrain demands a certain mindset. Those who thrive on change have a capacity for dealing with challenges. The capacity stems from a blending of perspective and skill. Resiliency is all in your head—literally. It comes from the way you view the world. Resiliency is about more than recovering from setbacks—it is also about discovering the hidden opportunities. Here are some suggestions for building your self-resiliency.

DEVELOP A PERSONAL VISION AND MISSION



Use this simple exercise to help you come up with a personal vision and mission.

- 1. Pick a noun to describe what you personally deliver to the world. Think of words like effectiveness, love, harmony, beauty, peace, etc. My choice was learning.
- 2. Choose three verbs to go with your noun. My personal vision is "I ignite, affirm and sustain learning in myself and others." It's fine to add a few extra words to make the vision truly yours. I often remind myself of my vision and reconnect to what's important when I struggle with stress or a tough decision. Finally, make a list of 16 values that are important to you. Then cut it to eight, then four, then two. Share both your personal vision and values with someone important to you and get some feedback.

Your mission is where you want to go. What are the goals you'd like to achieve in one, five, 10 and 25 years? Consider the following list to ensure your goal setting is balanced:

- Family
- Career
- Hobbies
- Spiritual
- Possessions

Many people have created visions, missions and values, and then put them away. It is critical to leadership that your vision, mission and values become part of your everyday thought process. Knowing yourself is not a one-time event; it is a process that you will return to

VOL. 29 • ISSUE 1209 • SEPTEMBER 2012

Annmarie Neal

AUTHORS

Annmarie Neal is the founder of the Center for Leadership Innovation. Prior, she held the position of chief talent officer at Cisco Systems and First Data Corporation. With more than 25 years of experience working with multinational firms, she advises venture capital investors, boards of directors, and executive teams on the alignment of business strategy with innovative talent management and leadership development practices. She holds a doctorate and master's degree in clinical psychology from the California School of Professional Psychology—Alameda/Berkeley.

Daniel Sonsino

Daniel Sonsino serves as the vice president of talent for Polycom. Previously, Sonsino served as vice president of talent for both Hewlett-Packard and Bank of America, and led the talent management practice for Raytheon. Sonsino possesses more than 20 years of experience in building individual, team, and organizational capabilities in both public and private companies.

Editor, Infoline

Phaedra Brotherton

Associate Editor

Stephanie Castellano

Production DesignLon Levy



HUMAN CAPITAL

WILLAT IC A LEADEDCLUD CTDATECVO



DEVELOPING A LEADERSHIP STRATEGY

| WHAT IS A LEADERSHIP STRATEGY? | 4 |
|-----------------------------------------------------|----|
| 1. LINK BUSINESS STRATEGY TO LEADERSHIP CAPABILITY. | |
| 2. ASSESS THE TALENT PORTFOLIO | 5 |
| 3. DEVELOP STRATEGY AND IMPLEMENT PLAN | |
| 4. MEASURE AND SUSTAIN TRACTION | 10 |
| ENSURING A SUCCESSFUL LEADERSHIP STRATEGY | 13 |
| REFERENCES & RESOURCES | 14 |
| JOB AIDS | |
| Understanding the Business Landscape | 15 |
| Dynamic Talent Grid | 16 |
| | |
| | |

Need a trainer's lifeline? Visit infoline.astd.org.

Infoline is a real got-a-problem, find-a-solution publication. Concise and practical, *Infoline* is an information lifeline written specifically for trainers and other workplace learning and performance professionals. Whether the subject is a current trend in the field, or tried-and-true training basics, *Infoline* is a complete, reliable trainer's information resource. *Infoline* is available by subscription and single copy purchase.

Printed in the United States of America.

For help or inquiries about your subscription, please contact Customer Care at 1.800.628.2783/1.703.683.8100 (international).

Infoline (ISSN 87559269, ISBN 978-1-56286-839-0, Electronic ISBN 978-1-60728-739-1) is published monthly by the American Society for Training & Development, 1640 King Street, Alexandria, VA 22314. Infoline is available for subscription in print or digitally. The subscription rate for 12 issues is \$99 (for ASTD national members) and \$139 (for nonmembers). Periodicals postage paid at Alexandria, Virginia, and additional entries. POSTMASTER: Send address changes to Infoline, P.O. Box 1443, Alexandria, VA 22313-1443. Claims for replacement of subscription issues not received must be made within three months of the issue date. Copyright © September 2012 Infoline and ASTD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600). ASTD Press grants permission for the material on pages 15–16 to be reproduced for personal use.

o accommodate the growing number of emerging economies, business globalization strategies should now reach beyond product, market, and distribution into human capital management. Because of this, notably different organization and leadership capability requirements will emerge. Leadership pipelines will need to be constantly maintained to support organizations' global reach. In today's complex and rapidly evolving global business environment, many executives are asking if their organizations

 have the capabilities to perform in today's business environment while innovating business, product, and organization models that will drive competitive advantage for the future

- can outsmart, out-problem solve, and outinnovate current and future competitors
- can outpace smaller start-ups which operate without limitations
- have executive teams that can manage the company's leadership assets with the same deliberation and discipline with which they manage business assets
- have human resources departments that are providing senior leaders with human capital data to drive smart business, talent portfolio, and capability decisions.

ELEMENTS OF STRATEGIC THINKING



Strategic thinkers are always asking the big questions. When people become strategic thinkers, they help create the organization's long-term future by identifying emerging issues, challenges, and opportunities that were unforeseen when the formal plan was developed. Strategic thinkers routinely challenge the organization to rethink the strategies expressed in its formal strategic plan. Here are some key steps to take as you begin the strategic planning process:

Hold the ideal future in your mind. Strategic thinking begins with a clear image of the desired long-range future for the organization. With this vision in mind, decisions and actions are more likely to be shaped by this overarching goal.

Consider the organization's core values. While the vision describes the end state that individuals strive to create over time, core values speak to the moment. These values—when clearly defined and accepted by people at all levels of the organization—are more likely to lead to strategic decisions and actions because they speak to today's concerns.

Continuously look for opportunities and threats. The strategic thinking mindset depends on a keen awareness of the environment. Strategic thinkers always have their antennae up—discovering opportunities by being open and receptive to new information—and thus can detect potential threats in advance.

Search for patterns and relationships. Strategic thinkers recognize the patterns between events and circumstances—for example, they will be the first to detect an emerging pattern of customer requests. They can then help begin the conversation on the meaning of such nascent trends for the organization and how to best respond from a strategic perspective.

Recognize connections. Strategic thinkers are deeply aware of interrelationships between actions and events. They recognize that every action within a system (such as lowering prices to attract new customers) may or may not have its desired effect (such as an increase in new business) but will always have unintended consequences (such as attracting different kinds of customers). Strategic thinkers have great respect for this rule of unintended consequences.

Act on vision, values, environment, and connections. Strategic thinking integrates the elements described above into a holistic strategic perspective that shapes how an individual makes each decision in the moment.

Adapted from "Strategic Planning 101," Infoline No. 250610.

Executives are also asking themselves how they can hold their organizations accountable for making leadership investments that align with business strategy and portfolio management, and if they assess their leadership investments in the same way they evaluate their capital investments.

Yesterday's business rules were similar to those of the game of checkers. Today's rules are more like a game of chess played virtually in a multimodal, 24/7 market with the chess pieces changing daily and the chessboard evolving at a faster pace than ever before. To avoid checkmate, executives need to take charge of, and hold their managers accountable to, the organization's leadership strategy.

WHAT IS A LEADERSHIP STRATEGY?

Most organizations are in the practice of talking about and executing succession planning. However, the emphasis tends to be on the planning phases with minimal effort and accountability placed on the execution phases or the long term effects. Worse, most organizations use succession planning to craft replacement plans (that are rarely fully executed) rather than to build organizational capabilities for the future.

In our experience, few organizations have adopted the practice of creating and executing a leadership strategy for their business. Ultimately, a leadership strategy is a future-focused, long-term strategic business imperative that ensures that the organization has the right capabilities (strategic, operational, and organizational) to position itself at a competitive advantage in the markets it serves now and may serve in the future. When done properly, it integrates and tightly aligns business strategy, operations, and financial planning, culture and organization development, and leadership capability. It also forces leaders to think long-term to ensure the business plans they drive strategically incorporate leadership as a key component. A leadership strategy will help your organization answer key questions about

- the strategic, operational, and organizational capabilities needed to execute the business strategy
- the organization's leadership strengths and talent gaps
- how hiring, deployment, and promotion decisions affect the health of the leadership portfolio
- whether decisions are aligned with a leadership investment strategy, and if not, the hard and soft costs of these decisions
- the actions and investments required to strengthen leadership position.

If your organization carries out developing and executing a leadership strategy effectively, you will be able to confidently say that you are well prepared for the future capability needs of your organization. This *Infoline* presents a simple, business-centric model that will help you to build a leadership strategy for your organization in four simple steps:

- linking business strategy to leadership and organization capability needs
- 2. assessing the talent portfolio against current and future leadership capability needs
- 3. developing a leadership strategy and implementation plan
- 4. measuring and sustaining traction.

1. LINK BUSINESS STRATEGY TO LEADERSHIP CAPABILITY

The best leadership strategies are led in partnership with human resources staff and the senior-most leaders of the organization. In order to establish a business-centric leadership strategy, you must intimately understand your organization's business strategy, the competitive landscape in which your organization creates, captures, and delivers value, and the decision-making process(es) with which your leaders make portfolio decisions and tradeoffs. This requires being a business leader first and a functional HR expert second.

ORGANIZATION AND LEADERSHIP CAPABILITY MATRIX



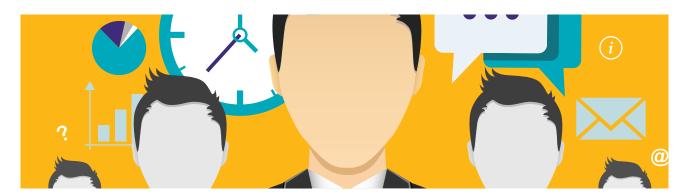
This matrix represents a software start-up company that sits squarely in a highly competitive, dynamic, and crowded market space. The company is experiencing rapid growth and needs to build organizational and technology processes to scale. Alignment is critical to its success. The senior leadership team is newly formed and finding its rhythm.

| | | ORGANIZATION CAPABILITIES REQUIRED | LEADERSHIP CAPABILITIES REQUIRED |
|---------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| STRATEGY AND GO-TO-MARKET | Growth Strategy | STATUS: Falling Behind IDEAL STATE: Growth strategy (revenue mix) balanced between ad serving and media business models. GTM selling solutions drive forecasted revenue growth. Corporate positioning leveraged to drive strategic execution. | STATUS: On Track IDEAL STATE: Aligned leadership team that sees technology and market opportunities supporting growth. |
| STRATEGY AN | Technology / Innovation | STATUS: On Track IDEAL STATE: Compelling vision for business and technology innovation that is aligned to both media and ad serving opportunities. Innovative products and reporting capabilities that excite customers. | STATUS: On Track IDEAL STATE: Bold, new ideas expose disruptive ways of innovating technology and creating competitive edge. |
| ADERSHIP | Culture | STATUS: Falling Behind IDEAL STATE: Culture is a competitive enabler and is fully aligned to the future needs of the business. Culture drives directional intensity and accountability. | STATUS: Leading the Way IDEAL STATE: Leaders strong on company. |
| ORGANIZATION, CULTURE, AND LEADERSHIP | Leadership Capability for Turnaround | STATUS: Falling Behind IDEAL STATE: Capabilities match evolving and variable leadership demands of the business. Leaders in power represent the future, not the past. Talent is optimized across the enterprise. | STATUS: On Track IDEAL STATE: Leaders manage the day to day aspects of the business effectively. Management decisions are made with growth in mind. |
| ORGANIZATIC | Organization Alignment | STATUS: On Track IDEAL STATE: Management and operating models align strategy, culture, people and leadership processes to drive focus across the business. | STATUS: Falling Behind IDEAL STATE: Leaders have the financial, cultural, and people systems and structures required to manage and operate successfully. BoA and BoD leveraged strategically. |
| OPERATIONAL DISCIPLINE | System Enablement / Process Agility | STATUS: On Track IDEAL STATE: Processes are purposefully leveraged to enable business strategy and optimize scale and efficiency. Key decisions executed faster than competitors. | STATUS: Falling Behind IDEAL STATE: Leaders build organizations that scale exponentially in support of double digit growth; decisions balance strategic focus, portfolio prioritization and market relevance. |
| OPERATIO | Accountability | STATUS: Falling Behind IDEAL STATE: Systems of accountability hold leaders and organizations accountable to drive desired performance and business results. | STATUS: Falling Behind IDEAL STATE: Leaders take personal accountability to drive functional and business results. |

COPYRIGHT © ASTD

VOL. 33 • ISSUE 1603 • MARCH 2016

MANAGING AS A GROUND FLOOR LEADER



AUTHOR

Dan Schwartz

Dan Schwartz is the founder and chief education officer of The Ground Floor Leadership Institute (formerly College Coach Dan), as well as a member of the coaching staff at Campus Career Coach. He is the author of Winning Strategies: Achieving Success in the Classroom, Career & Life, and has published several articles on leadership development, employee development, learning, and employee engagement. Dan has spoken to thousands of college students about career and college success. To learn more, visit www.groundfloorleadership.com.

Community Manager, Management

Ryan Changcoco

Editor, TD at Work

Patty Gaul

Associate Editor

Caroline Coppel

Production Design

Iris Sanchez

| 9 TRAITS OF A GROUND FLOOR LEADER | 2 |
|------------------------------------------|----|
| 4 ROLES OF A GROUND FLOOR LEADER | 4 |
| HIRING GROUND FLOOR LEADERS | 6 |
| GROUND FLOOR LEADER EMPLOYEE DEVELOPMENT | 9 |
| PROVIDING PRODUCTIVE ASSISTANCE | 11 |
| CONCLUSION | 12 |
| | |
| REFERENCES & RESOURCES | 13 |
| JOB AID | |

The Ground Floor Leader Interview Guide14

Need a trainer's lifeline? Visit td.org/tdatwork.

Printed in the United States of America.

For help or inquiries about your subscription, please contact Customer Care at 1.800.628.2783/1.703.683.8100 (international).

TD at Work [ISSN 2373-5570, Electronic ISSN 2373-5589, ISBN 978-1-60728-011-8, Electronic ISBN 978-1-60728-122-1] is published monthly by the Association for Talent Development, 1640 King Street, Alexandria, VA 22314. TD at Work is available for subscription in print or digitally. The subscription rate for the Monthly All-Access [12 print and digital issues, plus archive access] is \$99 (ATD national members] and \$139 (nonmembers). The monthly digital subscription rate for 12 issues is \$69 (ATD national members) and \$99 (nonmembers). Periodicals postage paid at Alexandria, Virginia, and additional entries. POSTMASTER: Send address changes to TD at Work, 1640 King Street Alexandria, VA 22314. Claims for replacement of subscription issues not received must be made within three months of the issue date. Copyright © March 2016 TD at Work and ATD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600). ATD Press grants permission for the material on page 14-16 to be reproduced for personal use.

n 2014, Southwest Airlines allocated the largest total dollar amount ever to its profitsharing plan and was named one of Fortune's World's Most Admired Companies. How did the company do it? With a focus on its people.

With its "Fun-LUVing" culture, Southwest believes that its people are its greatest asset and competitive advantage. With continued growth and a record-breaking financial performance in the airline industry, Southwest shows that putting people first can bring great results for shareholders and customers.

If you ever fly with Southwest, you'll notice how the company's culture translates to a topnotch customer experience. Employees are trained to do whatever it takes to ensure that a passenger has a hassle-free experience, such as the ability to change a flight on a moment's notice without charge. They give an extraordinary amount of love to every passenger from checkin to arrival. This type of customer experience is achieved only when an organization invests time, energy, and "LUV" into its employees.

Southwest understands that employees are the lifeblood of an organization. Without them, sales calls would never be made, products wouldn't be manufactured, and innovation would not exist. But for employees to be empowered to do their best work, they need to be engaged and understand the culture of their organization.

How can managers help ensure that this happens? They should make it their mission to have a positive influence on the lives of their employees. In other words, managers should become ground floor leaders.

This issue of TD at Work explains how you can transform your management style to become a ground floor leader, and how to hire individuals

THE POWER OF PEOPLE-FOCUSED ACTIONS

Ground floor leaders understand that certain people-focused actions lead to higher levels of engagement, increased productivity, and a boost in job satisfaction. Gallup's findings in its employee engagement survey revealed that the following actions are consistent with those cultures in which employees are highly engaged:

- "In the last seven days, I've received recognition or praise for doing good work."
- · "My supervisor, or someone at work, seems to care about me as a person."
- · "There is someone at work who encourages my development."
- "In the last six months, someone at work has talked to me about my progress."
- · "This last year, I have had opportunities at work to learn and grow."

Gallup also found that employee engagement is maximized when managers do three things well:

- 1. Align individual strengths to strategic goals.
- 2. Leverage their own ability to develop people as individuals.
- 3. Create a team culture of engagement.

Ground floor leaders understand that appreciating people, practicing generosity, and encouraging others is the foundation of any development program. They all have one thing in common: working to serve others, not themselves.

Try this: Set a goal to encourage at least one person each day for a week. Then try and do the same for the next two weeks. Build a habit of encouraging others on a daily basis to build a culture of respect, trust, and compassion.

Source: Gallup, 2013, State of the American Workplace, Gallup, www.gallup.com/services/178514/state-american-workplace.aspx

and lead employees who can be ground floor leaders themselves. In addition, you will see how exhibiting nine core traits will improve your ability to develop people and achieve strategic business goals.

Specifically, this issue of TD at Work will explain how:

- managers can bring out the best in their employees by becoming ground floor leaders
- to use ground floor leadership principles to align talent with strategic goals
- to empower your team to be ground floor leaders and create an engaged culture.

Becoming a ground floor leader takes practice and perseverance, particularly if you are in a challenging cultural environment. Throughout this issue, you will find the following components helpful in your transformation journey:

- actions you can do today to influence culture change and develop people
- real stories on how exhibiting certain values can lead to business results

 templates and tips to help you implement ground floor leader values in your organization.

Ground floor leadership doesn't require a high level of education or experience to perfect. You just need to view the workplace through the eyes of people on the ground floor of an organization. Instead of focusing on what your employees can do for you and the company, focus on helping your employees through intentional actions, resulting in engaged workers who want to perform well and help those around them.

9 TRAITS OF A GROUND FLOOR LEADER

Ground floor leaders don't sit in their corner office all day, demanding that results and tasks be completed. They make an intentional effort to develop their people by exhibiting nine characteristics on a daily basis, empowering them to achieve high performance.

COPYRIGHT © ATD

THE EFFECTS OF GENEROSITY

Mary was a young trainer in a major corporation who was ambitious, hardworking, and eager to learn and take on new challenges. When her manager, Sara, asked her to accept a new IT-related training project, Mary was nervous but embraced the challenge.

She developed a series of four courses for a new software development process. The first was developed and delivered as an overview course and was implemented in a timely manner. But Mary struggled with the second one, because it was meant to go into more detail about certain IT processes, an area she didn't know anything about. Mary didn't know how to develop the materials.

As much as she didn't want to admit that she was struggling, Mary saw no choice but to go to her manager and express her concerns. Sara sat across the table and was completely focused on listening, as any ground floor leader would be in this situation.

Once Mary was finished, Sara asked her, "What can I do for you that would help you be successful?" Mary said that she didn't know where to go next in developing the materials and that she needed more direction. Sara cleared her schedule for a morning later that week to partner with Mary to develop the materials. Sara coached Mary on the fundamentals of good material design, and after the meeting, Mary felt equipped to move forward with the project. Sara's generosity lifted Mary's spirits and enabled her to be successful in any future training project.

Try this: Review your meetings for the upcoming week. Are there any that you might be able to skip to make time to help an employee? If you can delegate someone else to go in your place or get the information through another medium, such as a follow-up email, your time may be better spent with your door open to those who need assistance.

2 | Managing as a Ground Floor Leader

Kindness

Committing random acts of kindness in the workplace decreases stress, yields higher attendance rates, and increases productivity. How can something so simple have such profound effects on the performance of an organization? Because when you commit a random act of kindness, you show someone how much you care. And as the famous saying by Theodore Roosevelt goes: "No one cares how much you know, until they know how much you care."

Generosity

When was the last time you "gave" to your people, especially those on the front lines of the business? The easiest form of giving-giving time-comes at no direct expense to the giver. Yet people seem to hold their own time at the highest value, so much so that others feel as though no one is there to help. Giving your time on a regular basis provides numerous benefits when it comes to developing your employees. Ground floor leaders understand that if they spend time with people and share their knowledge, they influence others and empower their employees to do great things.

Integrity

Ground floor leaders know that to gain respect from others, they must follow through on what they say and stay true to who they are-no matter who is around them. People are more likely to listen to someone with a high degree of integrity and take advice from leaders who they think have their best interests at heart.

GROUND FLOOR LEADERS UNDERSTAND THAT IF THEY SPEND TIME WITH PEOPLE AND SHARE THEIR KNOWLEDGE, THEY INFLUENCE OTHERS AND EMPOWER THEIR EMPLOYEES TO DO GREAT THINGS.

Courage

Ground floor leaders are courageous people who aren't afraid to say the right thing, even if it means giving a little tough love. This is not about criticizing individuals in front of the entire team, but about offering constructive feedback that might, at first, come off as harsh and direct. When managers do it the right way, however, they gain a great deal of respect from their followers. Although people hate bad news, deep down they know they need to hear it. In addition, leaders who have courageous visions for their organizations breed excitement and confidence in their people, resulting in high performance.

Curiosity

Have you ever heard people say something like, "[Manager's name] doesn't care about me, and probably doesn't even know my name"? This perception can be deadly for the morale of an organization, and it can diminish an employee's confidence and motivation. Ground floor leaders take an interest in their people, both personally and professionally. They are good listeners and remember to ask about the little things in life that make a big difference in someone's day.

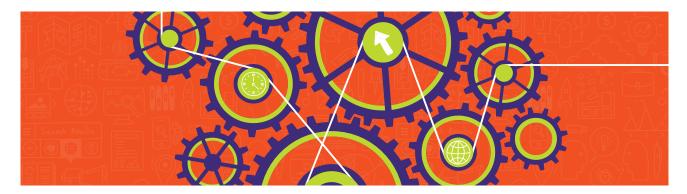
Humor

Life is too short to be serious all the time. A simple joke that results in a burst of laughter can instantly change an environment and relieve stress-especially at an organization's darkest hour. Far too frequently, employees feel as though the workplace is so serious that any mistake will result in harsh consequences. This leads to a high-stress atmosphere and even more mistakes. Laughing about the little things goes a long way toward keeping employees' confidence and selfesteem high.

Trust

Employees tend to leave managers whom they don't trust. Ground floor leaders act with a high degree of integrity and welcome confidential conversations when necessary. The unfortunate thing about trust is that it can take years to build, VOL. 33 • ISSUE 1614 • JUNE 2016

LEADING WHEN THERE'S TOO MUCH CHANGE



AUTHORS

Kristin Cullen-Lester

Kristin Cullen-Lester, PhD, is a senior research scientist at the Center for Creative Leadership. Her research examines how leaders use networks to foster collective leadership, complex collaboration, and change across organizational boundaries.

William Pasmore

William Pasmore, PhD, is the senior vice president and organizational practice leader at the Center for Creative Leadership. An international authority in organizational leadership, he most recently authored Leading Continuous Change: Navigating Churn in the Real World.

Senior Community Manager, Senior Leaders & Executives

Ann Parker

Editor, TD at Work

Patty Gaul

Managing Editor

Teresa Preston

Production Design

Iris Sanchez

| FROM OVERLOAD TO READINESS. | 6 |
|-----------------------------|----|
| PREVENTING FUTURE OVERLOAD | 6 |
| LEADING CONTINUOUS CHANGE | 10 |

CONCLUSION......13

REFERENCES & RESOURCES14

JOB AIDS

| Burnout Assessment | . 15 |
|-------------------------------------|------|
| Determining Root Causes of Overload | 16 |

Need a trainer's lifeline? Visit td.org/tdatwork.

Printed in the United States of America.

For help or inquiries about your subscription, please contact Customer Care at 1.800.628.2783/1.703.683.8100 (international).

TD at Work (ISSN 2373-5570, Electronic ISSN 2373-5589, ISBN 978-1-56286-758-4, Electronic ISBN 978-1-56286-759-1) is published monthly by the Association for Talent Development, 1640 King Street, Alexandria, VA 22314. TD at Work is available for subscription in print or digitally. The subscription rate for the Monthly All-Access [12 print and digital issues, plus archive access] is \$99 (ATD national members) and \$139 (nonmembers). The monthly digital subscription rate for 12 issues is \$69 (ATD national members) and \$99 (nonmembers). Periodicals postage paid at Alexandria, Virginia, and additional entries. POSTMASTER: Send address changes to TD at Work, 1640 King Street Alexandria, VA 22314. Claims for replacement of subscription issues not received must be made within three months of the issue date. Copyright © June 2016 TD at Work and ATD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600). ATD Press grants permission for the material on page 15-16 to be reproduced for personal use.

his was it: The last day in an office where many employees had worked for years. The company we're calling ACE Consulting was about to move to its new home after being acquired by a much larger firm. During the previous week's all-hands meeting, ACE's founder assured his employees that he had worked diligently during negotiations with the new owners to make certain "nothing was going to change." Most of the employees were skeptical. How could moving locations, having new colleagues, and working in the new, larger company not require change? They were right to be concerned.

The move to the new physical location was confusing but turned out to be the easiest part of the change. Not everyone was happy with the new workspace, but once employees learned their way around, they got used to it. Adapting to different systems for IT, compensation, knowledge management, invoicing, expense reimbursement, and benefits was more difficult. However, the hardest of all was fitting into the larger firm's culture and figuring out how to collaborate in a much larger, more siloed company.

ACE employees felt like they had lost their identity, influence, and authority. Struggles over who should get credit for landing new business and who would lead account teams became commonplace. ACE consultants had less control over how client work was sold, delivered, and compensated. Before long, a few ACE employees left, saying that the larger firm environment wasn't what they had in mind when they joined ACE. Over time, more followed. A few years later, there was almost nothing left of the acquisition that had been ACE.

It doesn't take a merger to create a turbulent workplace. Many organizations have a similar amount, variety, and pace of change. This is perhaps not surprising to you, given the change you're likely facing in your own organization. Organizations must change to survive and thrive. Many experts-for example, Clayton Christensen and John Kotter-contend that the continuously changing workplace is the new normal.

Change often occurs for good reasons, such as mergers, shifting market conditions, client demands, technological advances, or continuous improvement and innovation efforts. Yet, changes disrupt the sense of stability in the workplace, creating uncertainty and uneasiness among employees. Compounding this uneasiness, change efforts fail to meet their objectives nearly twice as often as they succeed.

Many employees and organizations are overwhelmed by the current pace, scope, and difficulty of workplace change, but they can thrive if change is managed correctly. This TD at Work provides leaders and HR professionals with advice and helpful tools for dealing with a world of too much change.

Leaders implementing change and HR professionals helping leaders retain a healthy, productive workforce will be shown how to:

- assess your organization's change history and its cumulative impact on your organization's capacity to undertake additional change
- · help employees deal with change overload and other negative consequences of having experienced too much poorly managed change
- · lead complex, continuous change without creating change overload.

THE CHANGES WE ARE ASKED TO MAKE. BOTH LARGE AND SMALL, REQUIRE AN INVESTMENT OF COGNITIVE, PHYSICAL, AND EMOTIONAL RESOURCES.

CUMULATIVE COST OF WORKPLACE CHANGE

Each of us has an "emotional bank account" that contains the emotional energy we use to deal with the challenges life throws our way. When the account is drained, we stop engaging with the world. We cut ourselves off, seek shelter and safety, and surround ourselves with the familiar or comfortable until we can replenish our reserves.

A similar account exists for our capacity to handle workplace change. The changes we are

asked to make, both large and small, require an investment of cognitive, physical, and emotional resources. For each change, we must acquire new knowledge and skills, adjust our behavior, and even think and feel differently. Even small, seemingly insignificant changes can drain us over time. Changes that are more transformational require even more of our resources.

Setting Priorities

As a leader, you (and others) must decide how many and which changes to pursue in your organization. You must prioritize your change initiatives. This may seem like common sense, but many organizations struggle with making these decisions.

Prioritization is often poorly managed, if it's done at all. Poor prioritization tends to result in organizations becoming overloaded with change. See the sidebar, Prioritization: What Does and Doesn't Work, for guidance on what to do and what to avoid as you set priorities.

The underlying trouble with prioritization is that leaders make invalid assumptions that cause

them to take on more change than they should. For example, leaders may consider changes to be independent of each other or think of change as a way to demonstrate they are being proactive.

Quite often, multiple change initiatives depend on the same people or the same resources, creating roadblocks to progress as people try to sort out priorities. Moreover, many initiatives are interdependent, meaning that one cannot be completed until another is completed. Even though people would like to make progress, they are forced to wait on others. Finally, unplanned changes and crises seem to occur daily, driving attention away from planned work.

If an organization manages change in this way long enough, people lose confidence in the organization's ability to change. They come to mistrust leaders who say they are committed to making change happen and start to run from opportunities to join another change task force.

Then there is the issue of how change is led. The majority of leaders have had little formal training in change leadership. It's common for leaders to adopt a "just do it" approach, which

PRIORITIZATION: WHAT DOES AND DOESN'T WORK

In the fall of 2014, we asked more than 300 executives about their experiences with organizational change. Here's what we found.

- 77 percent of the companies experienced more change in the last five years than they did in the previous five years.
- · Most executives (86 percent) felt these were important changes, but few (9 percent) felt they were effective.
- The amount of change was eye-opening, with 89 percent reporting significant change projects in their organization and 11 percent reporting that more than 50 projects were underway.
- · Most (76 percent) recognized that prioritization was needed to successfully implement these changes, but only 10 percent said their organization was effective at prioritizing.

To better understand this prioritization gap, we identified the differences between organizations using effective and ineffective prioritization strategies.

Organizations With Ineffective Prioritization Strategies

- · Did not have prioritization strategies or had ones that are ad hoc or inconsistent.
 - » "I have asked about priorities and have been told they are all equally important."

- » "We lack a formal prioritization process. The natural process is to keep loading the resources (people, assets, money) until they are unable to handle anymore load."
- » "We use committees, but they only address the largest projects. It's the smaller ones that are killing us."
- Were reactive, moving from crisis to crisis or focusing only on pet projects, rather than following a strategic plan.
 - "They change their mind regularly, so what is a high priority one day could be forgotten the next."
 - "Squeaky wheels are taken care of at the expense of others."
 - "External pressures—real or perceived—factor heavily into decisions as well as a fear of being audited and sanctioned."
 - "Initiatives are loosely linked to organizational strategies, but benefits are not quantified, nor measured after the change is implemented."
- Operate in silos, or maintain decision-making authority only at the top without seeking feedback from employees.
 - » "Each business unit vice president decides what is good for his or her division. The president is ineffective and refuses to set goals."
 - "Prioritization follows the issues that demand attention or that senior leaders consider important."
 - » "Decisions are made without input from (or awareness of impact on) those most affected by change."

Organizations With Effective Prioritization Strategies

- · Integrate multiple criteria to set priorities.
 - » "Using various metrics to prioritize, the organization reviews and approves all initiatives for all departments. It is determined what efforts will provide even better service to our customers. The efforts are then weighted, prioritized, and scheduled."
 - » "We prioritize things according to what is most critical to the company's success. Decisions are based on what will benefit the company and its employees the most, including what will save the company the most time and money."
- Consider the organization's capacity to implement changes and maintain a long-term focus, track progress, and remain flexible enough to correct course while addressing emergent short-term, immediate needs.
 - » "Larger initiatives are prioritized by assigning new permanent roles. This ensures focus on the change initiative. Smaller initiatives are given deadlines, but are resourced by folks that already have full-time work."
 - "We force business units to weigh each change initiative against the other projects so that only the strongest are implemented."
 - » "Discussion and annual goal setting to determine priorities. If new projects arise, then we revisit the list as a group and decide what to de-emphasize."
- · Incorporate the input of multiple stakeholders, including employees most directly affected by the change.
 - » "The process uses staff feedback, board members, and executive-level leadership to initiate ideas and come up with measurable, specific goals to accomplish within a five-year timeframe."
 - » "The organization has a cross section of the entire institution working on strategic planning related to data collection, synthesis, and recommendations."

VOL. 32 • ISSUE 1508 • AUGUST 2015

THE ART AND SKILL OF COLLABORATIVE LEADERSHIP



AUTHORS

Beryl Harman

Beryl Harman is currently the strategic director for Think Strategic Consulting, a woman-owned small business, and an associate professor at Webster University. A retiree of the Department of Defense, she has more than 20 years' experience facilitating and teaching in the organizational performance and strategic management areas.

Sue Stein

Sue Stein, EdD, is a leadership development consultant and certified executive coach. Prior to her retirement, she spent the last 10 years of her federal government career designing leadership training, teaching and coaching high-performing leaders including entry-level employees, managers, and senior executives.

Community Manager, Senior Leaders and ExecutivesAnn Parker

Editor, TD at Work

Patty Gaul

Associate Editor

Caroline Coppel

Production Design

Maggie Hyde

| COLLABORATIVE LEADERSHIP DEFINED1 |
|-----------------------------------------------------|
| BENEFITS OF COLLABORATIVE LEADERSHIP2 |
| CHALLENGES TO COLLABORATIVE LEADERSHIP3 |
| CREATING THE COLLABORATIVE ENVIRONMENT4 |
| WHEN TO USE COLLABORATIVE LEADERSHIP7 |
| THE FUTURE OF COLLABORATIVE LEADERSHIP8 |
| CONCLUSION9 |
| REFERENCES & RESOURCES10 |
| JOB AIDS |
| Setting the Stage for a Collaborative Environment11 |
| Are You a Collaborative Leader?12 |

Need a trainer's lifeline? Visit td.org/tdatwork.

Printed in the United States of America.

For help or inquiries about your subscription, please contact Customer Care at 1.800.628.2783/1.703.683.8100 (international).

TD at Work [ISSN 2373-5570, Electronic ISSN 2373-5589, ISBN 978-1-60728-310-2, Electronic ISBN 978-1-60728-311-9] is published monthly by the Association for Talent Development, 1640 King Street, Alexandria, VA 22314. TD at Work is available for subscription in print or digitally. The subscription rate for the Monthly All-Access [12 print and digital issues, plus archive access] is \$99 (ATD national members] and \$139 (nonmembers). The monthly digital subscription rate for 12 issues is \$69 (ATD national members) and \$99 (nonmembers). Periodicals postage paid at Alexandria, Virginia, and additional entries. POSTMASTER: Send address changes to TD at Work, 1640 King Street Alexandria, VA 22314. Claims for replacement of subscription issues not received must be made within three months of the issue date. Copyright © August 2015 TD at Work and ATD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600). ATD Press grants permission for the material on pages 11-12 to be reproduced for personal use.

ollaboration is a challenging approach to leadership. It requires time, patience, and energy to work. In fact, collaboration is an art. To be successful, you must be open to new ideas. You must become an artist and expert at creating and maintaining the right atmosphere in the shifting, unpredictable environment we experience today. Collaboration can only have value if you fully embrace the ideas and suggestions of others and are willing and able to share the decision-making process. Just as a painter needs multiple colors to produce a work of art, collaboration needs the shared creativity of others to produce the best results.

With this in mind, collaboration becomes an essential element for leaders to discover and apply new ideas, improve operations, and stay ahead in the competitive marketplace. By creating an open environment based on trust, and by sharing the success of the organization with others, collaborative leaders open the door to innovation and creativity in their company to generate profit. From this standpoint, collaborative leadership becomes an essential art to learn and practice.

In this issue of TD at Work, you will learn:

- what collaborative leadership is
- benefits and challenges to collaborative leadership
- how to create a collaborative environment
- when to use collaborative leadership
- the future of collaborative leadership.

COLLABORATIVE LEADERSHIP DEFINED

How do we get a clear understanding of collaborative leadership? When we look at definitions, there are two main modes of thought. Some see it simply as the ability of an individual to facilitate cooperative relationships to achieve a common goal. Others focus on the ability of a group to share leadership by maximizing group contributions in achieving their goals. Let's look at each one more closely.

Collaborative Leadership: Individual Role

With this mode of thought, each leader or manager is on an equal footing and works together to solve an organizational problem, create a new process, run an organization, or implement a new initiative. The leader is not in total control of the group, but does have the responsibility of guiding and coordinating the process so that the group can make the decisions and carry out actions to accomplish its goals. For instance:

> Alpha Company decides that it needs the help of several companies to accomplish a bid on a contract. It retains the right to be the final decision maker and appoints Ann to lead the group. Ann is responsible for ensuring that the proposal is completed on time, and has to obtain the cooperation and coordination of the other companies to make this a reality.

This project needs a leader who can get the group started and keep the group moving forward. Because everyone is on an equal footing and has individual ideas and agendas, Ann uses facilitation and persuasive quidance to obtain an agreement. She sets the framework for the proposal and asks for input and different ideas and changes from each of the participants. She then shares the ideas with the group and gives each participant the opportunity to present a case for change, actively listens to these ideas and the input of others, and incorporates as many of the ideas as possible into the proposal. If ideas are not included, she provides a logical explanation and uses persuasion as a tool for gaining support.

Perhaps this is the way you have always viewed collaboration. However, with the growth of teamwork in the workplace, we need a little more explanation. The second mode of thought explains how collaboration works within a team.

Leading Collaboratively: Group Role (Team)

In this case, leadership is permanently shared by several members of the team, or it shifts, when allowed by the team, from one person to another as different talents or abilities are needed. The team functions as a true collaborative group

when agreement by the leaders or the complete team is achieved. We often call this consensus. For example:

> The Beta Company assigns Sam as a team leader to design, assemble, and activate a new computer system. To do this, Sam decides he needs a cross-functional team to complete the project. He makes this decision because he thinks it will take the input of multiple skills and disciplines to get the job done and realizes that the success of the project is dependent upon using those skills and abilities productively. He decides to share the leadership responsibility with his team members and to pass the leadership baton to the appropriate expert for different parts of the activity. When major decisions are needed, the team meets and reaches agreement on the way forward, sharing in Sam's leadership responsibility. At the completion of the project, both the team and Sam share the responsibility for the success of the project.

Here is where patience and a willingness to share plays an important part. Not only does Sam have to be willing to take a back seat, but he must also be willing to accept a team decision to move forward. This is not an easy thing to do, especially if you are naturally inclined to take charge of a situation.

FOCUS OF THE COLLABORATIVE LEADER IDEAS Facilitate Share Stimulate Accept Openness

So what makes collaborative leadership unique and how can we explain it? If we look closely, we can see that both of these viewpoints have several things in common. They each look to different skills to play a significant role in the process. They each see leadership as a shared activity, and the leader as a facilitator rather than a power broker focused on control. What we may not see are those things that are necessary for this style of leadership to work, such as a willingness to share information, a process to stimulate ideas, and the ability to take risks and accept the successes and mistakes made by others. Therefore, we need a broader description:

> Collaborative leadership is the ability to facilitate or coordinate a shared activity where group decisions are the norm. This may mean a loose coalition of differing interests or an integral part of a team process. It requires the leader to share information, establish a process to stimulate and share ideas by accepting the expertise of others, and willingly create an open environment based on trust. In this manner our organizational setting becomes a collection point for creativity and innovation.

BENEFITS OF COLLABORATIVE LEADERSHIP

Just as an artist needs an environment of trust and creativity to paint something that can be shared with the world, the collaborative leader uses the benefits of the process to create an equally open workplace. Employees reap these benefits by feeling more involved, appreciated for their ideas, and empowered to share and implement those ideas. As a result, they value the workplace and their role in it. Some would say you are creating work excitement or worker satisfaction. You are in fact creating:

• Buy-in. Involving everyone in decision making and problem solving builds a sense of ownership and commitment to a common purpose.

CASE STUDY: W.L. GORE

W. L. Gore, maker of Gore-Tex, also makes the Elixir line of guitar strings. The product came about because a small group of the company's engineers had the idea to coat the strings with the Gore-Tex polymer, making the strings more resistant to debris and preserving the sound quality. The engineers came from different backgrounds and had

different areas of expertise, but they each shared their knowledge to perfect the idea. The company also allowed the group to take time away from their main duties and experiment. Thanks to this collaboration-friendly workplace, the group created what is now one of the top-selling guitar-string brands.

- Responsibility in implementation. Employees take responsibility for implementing an action plan because they were part of developing it.
- Trust. The open process encourages discussion and dialogue. This builds trust among those involved in the enterprise.
- Common ground. When everyone's concerns are heard, turf issues are effectively dealt with and organizations, factions, or individuals find common ground to work together.
- An open environment. Better solutions are generated when information is shared by everyone and each person has an opportunity to provide input.
- Substantive results. A combination of ownership of the process, trust, shared information, and better planning yields real success in the real world.
- New leadership. New leaders emerge from within the group, assuring continuity and commitment to the issues the group is addressing.
- · A community of organizational **empowerment.** When everyone is involved in problem solving and decision making, people are more satisfied and care more about what they do.

With these benefits, why would anyone use anything else? A satisfied, productive workplace that creates results is what everyone strives for. However, collaborative leadership has some challenges that must be faced and accepted before it can be truly successful.

[COLLABORATIVE LEADERSHIP] REQUIRES THE LEADER TO SHARE INFORMATION, ESTABLISH A PROCESS TO STIMULATE AND SHARE IDEAS BY ACCEPTING THE EXPERTISE OF OTHERS, AND WILLINGLY CREATE AN OPEN ENVIRONMENT BASED ON TRUST.

CHALLENGES TO COLLABORATIVE LEADERSHIP

Just as the artist carefully selects the backdrop for a painting, the collaborative leader must address the challenges that this type of leadership creates:

- Collaboration takes time. Decision making involving a large number of people and perhaps multiple organizations takes time.
- Conflict requires mediation. Conflict must be mediated for it to remain productive. The leader must learn to influence and work with the group to emphasize the importance of everyone having a voice.
- Resistance. Some people prefer to be told exactly what they need to do, so they know they are doing the right thing. Being asked to share leadership makes them uncomfortable, so they resist and must be convinced to take a more active role.
- Ego neutrality. The leader must be able to let go of personal ideas and biases; allow the group to create its own goals, strategies, and action plans; and share the credit for successful results.

VOL. 31 • ISSUE 1409 • SEPTEMBER 2014

DEVELOPING HIGH-PERFORMANCE LEADERSHIP TEAMS



AUTHOR

Lynda McDermott

Lynda McDermott is president of EquiPro International, specializing in improving organizational and individual results through leadership and team development. Lynda is a speaker, consultant, and coach. She is also the author of bestselling business books, including World Class Teams.

Lynda is a certified speaking professional with a master's degree in organization development. She can be reached at Imcdermott@equiproint.com.

Community Manager, Human Capital

Ann Parker

Editor, TD at Work

Patty Gaul

Associate Editor

Ashley Slade

Production Design

Marisa Kelly

| WHAT IS A LEADERSHIP TEAM? | |
|-------------------------------------------|----|
| LEADERSHIP TEAM DEVELOPMENT | 2 |
| LEADERSHIP TEAM CORE COMPETENCIES | 9 |
| MEASURING THE SUCCESS OF LEADERSHIP TEAMS | 10 |
| TRAINING AND COACHING LEADERSHIP TEAMS | 13 |
| CONCLUSION | 15 |
| | |
| REFERENCES & RESOURCES | 16 |
| IOR AIDS | |
| JOB AIDS | |
| New Leadership Team Jump-Start Agenda | 17 |

Need a trainer's lifeline? Visit td.org/tdatwork.org.

Printed in the United States of America.

For help or inquiries about your subscription, please contact Customer Care at 1.800.628.2783/1.703.683.8100 (international).

TD at Work (ISSN 2373-5570, Electronic ISSN 2373-5589, ISBN 978-1-56286-959-5, Electronic ISBN 978-1-60728-508-3) is published monthly by the American Society for Training & Development, 1640 King Street, Alexandria, VA 22314. TD at Work is available for subscription in print or digitally. The subscription rate for 12 issues is \$99 (for ASTD national members) and \$139 (for nonmembers). Periodicals postage paid at Alexandria, Virginia, and additional entries. POSTMASTER: Send address changes to TD at Work, 1640 King St., Alexandria, VA 22313-1443. Claims for replacement of subscription issues not received must be made within three months of the issue date. Copyright © September 2014 TD at Work and ASTD. All rights reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the express written permission of the publisher. For permission requests, please go to www.copyright.com, or contact Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923 (telephone: 978.750.8500, fax: 978.646.8600). ASTD Press grants permission for the material on pages 17–20 to be reproduced for personal use.

uring the past couple of decades, organizations have increasingly become enamored with the power of teams. The world has grown too complex to assume that a single individual leader is smart enough or has the bandwidth to meet all of the challenges and market realities organizations face.

It is assumed that if you can "get the right people on the bus," point them in the right direction, and give them the appropriate resources and incentives, they will have the potential to achieve real teamwork, high performance, and add significant value to their organizations.

However, here is a warning: If the team you are working with is a leadership team, composed of "leaders of leaders," those same great results are still achievable-but not without hard work. Our experience tells us that the most difficult teams to work with have team members who hold leadership roles and who are not naturally skilled at building collaborative, team-oriented relationships with their peers.

This TD at Work will show you how to develop and sustain high-performance leadership teams in a wide variety of organizations, whether in corporations, government agencies, or nonprofit organizations. While the content will be helpful for leaders of such leadership teams, there is also information and tools that trainers, coaches, and facilitators can use to launch and develop leadership teams.

In this issue, you will learn:

- how to define what leadership teams do and how to ensure you have the right leadership team structure
- · the challenges and benefits of leadership teams
- how to launch a new leadership team
- how to measure the success of a leadership team
- how to support a leadership team's development as a trainer, coach, or facilitator.

WHAT IS A **LEADERSHIP TEAM?**

Let's start by defining a leadership team.

A leadership team is a group of two or more people who lead organizations that represent diverse functions, geographies, or areas of expertise, and who are committed to collaboratively serve some significant organizational purpose for which they hold themselves mutually accountable.

By definition, these leaders hold such positions as senior vice president, department or division head, country manager, business unit leader, brand leader, or executive committee member. They are leaders of their own functional or geographic organizations who have been asked to join and work together to add value beyond what they and their organizations respectively provide.

Who should be on a leadership team? In my experience, form follows function. What that means is that if you are contemplating forming a leadership team, you first need to define what the leadership team will be expected to work on-that is, what will it do?

One CEO with whom my company worked had been reluctant to formally establish a leadership team. His small company, which he founded with two other executives, was growing, but he was more comfortable conferring with his direct reports one-on-one or in small groups. His staff meetings were where he and his direct reports received updates on various departments' progress or issues. However, with the addition of seasoned professionals to the leadership ranks it became apparent that the CEO was not fully leveraging their experience and expertise. The CEO decided to form a leadership team.

In addition to key executives from medical, research, marketing, and sales, all whom directly reported to him, the CEO decided to add managers from staff functions-such as human resources, finance, and legal-to his team because he wanted their perspectives to be heard for key leadership team decisions. As he began considering who should be on his team, we reminded the CEO that if they were truly going to be a real team that had open discussions and made joint decisions, he needed to keep the number of team members close to 10 or fewer.

IF YOU ARE CONTEMPLATING FORMING A LEADERSHIP TEAM, YOU FIRST NEED TO DEFINE WHAT THE LEADERSHIP TEAM WILL BE EXPECTED TO WORK ON—THAT IS, WHAT WILL IT DO?

There are some key questions you should consider when contemplating whether you need to or want to form a leadership team and who should be on it:

- · Will the organization receive valueadded benefit from holding the individual leaders who will be on the team mutually accountable for the team's results?
- What will be the work of the leadership team? What will they collaborate to do that will have clear performance value for the organization?

Components and Characteristics of Leadership Teams

Let's examine each of these in more detail. Mutual accountability means we hold each other accountable for our joint results; it does not mean I hold myself accountable, or that the boss holds us accountable. Because the leadership team is made up of members who are leaders of leaders, each team member has already mastered the art of individual accountability and holding his team responsible for achieving results. Mutual accountability means that we are all in this together. If you don't deliver your results, we all will help you find out what you need to achieve the desired outcome.

A leadership team differs from what we call a working group, whose members happen to directly report to a particular leader and who have responsibility for specific functions, geographic markets, product lines, departments, and the like. Working groups interact primarily to share information and perspectives; also, there are no shared performance goals, joint work products, or mutual accountability. One senior leader who believed she had a leadership team of 25 came to

realize after our comparison of leadership teams and working groups, that what she had was really an FYI committee.

MUTUAL ACCOUNTABILITY MEANS THAT WE ARE ALL IN THIS TOGETHER. IF YOU DON'T DELIVER YOUR RESULTS, WE ALL WILL HELP YOU FIND OUT WHAT YOU NEED TO ACHIEVE THE DESIRED OUTCOME.

It is not uncommon for a leader of leaders to choose not to manage her direct reports as a team, preferring to just use staff meetings as FYI forums and to periodically pull some of the team members together to discuss common issues. As one division leader said to me one day, "It's like herding cats" to get them to reach out of their own silos and collaborate with each other. My reply to him was "That's because they're not just cats-they're lions-kings and queens of their own jungles."

What do leadership teams do? As I mentioned, one of the first tasks of a leadership team is to decide its raison d'être-that is, why it exists. This purpose must provide added value to the organization.

Some of the strategic reasons for forming a leadership team are listed below.

- Create a forum for highly interdependent leaders to collaborate on creating a vision, making strategic decisions, and accomplishing strategic initiatives.
- Identify and resolve strategic issues.
- · Share information and expertise.
- Identify and develop top talent across their organization; pinpoint and leverage collaboration opportunities and best practices.
- · Oversee implementation or redesign of interdependent management processes.
- · Ensure alignment and collaboration among the leadership team members' respective organizations.

Challenges Facing Leadership Teams

People who join teams expect and appreciate that each team member brings unique and valuable assets, such as experiences, knowledge, and skills, to the team. They assume that the results they can achieve together are likely to be greater than what they could achieve on their own. Team members work at open communications, sharing information, dialogues, debates about critical issues, and managing disagreements and conflicts, which are inevitable. They learn to trust each other and to keep their focus on what is best for the team and the larger organization, rather than allowing individuals to run their own agendas, make unilateral decisions, or engage in power and control politics.

However, leadership teams are composed of leaders who have often made it into their positions because of their ability to master individualistic and competitive behaviors. Many of them identify more with their team of direct reports than they do with their leadership team peers. The leaders often are more comfortable leading their own organizations as separate silos and having ultimate authority within their defined areas of responsibility, whether it is a department, division, geographical region, or other business unit.

Our research and consulting with leadership teams suggest that the major impediments to leadership groups being able to function as effective leadership teams are:

- lack of understanding about why they need to operate as a team and not seeing the value of collaboration
- absence of tangible performance goals for which the members are mutually accountable to achieve
- wrong people on the team in terms of skills, experience, behaviors, and attitude
- · avoidance of difficult dialogues and conflict, in the guise of maintaining harmony
- · resentment of the time commitment
- · lack of alignment between individual team member recognition and rewards with leadership team performance

· absence of explicit norms for how they should all work together.

What we do know is that whether a group of leaders function together as a team or operate as a siloed working group begins with the beliefs of the leader of leaders-for example, whether he actually believes there is a real need for the leadership team. It also revolves around the willingness of the leader to encourage the leadership team to follow the processes and norms required to effectively function as a real team.

Benefits of Leadership Teams

If guiding leaders as a leadership team is so difficult, why would a leader of leaders choose to do it?

One European sales vice president of a major technology company recognized that if he was going to turn around the European division's results, he needed the best and the brightest thinking of all the regional sales managers. The sales vice president explained this situation to me: "They're all used to leading their own fiefdoms. How can I get them to see that we need to work together to turn around these results?"

I suggested that we take the group off-site to do two things:

- Examine together the question, "Do we need to be a team?" (They had clearly been operating as a working group.)
- What kind of a leadership team do we need to be? For example, "What do we need to team upon?" and "What is the common set of goals we share?"

Prior to the off-site, we had each of the regional sales managers complete our company's "What's our need for teamwork survey?"

In the survey, we ask participants to rate where they feel their team is now, and where they feel they need to be, based on the following percentage scale:

Buy This Collection

Subscribe to Monthly All-Access