

# *Executive Team Leadership Assessment*

*...a tool for analyzing senior executive  
leadership effectiveness*

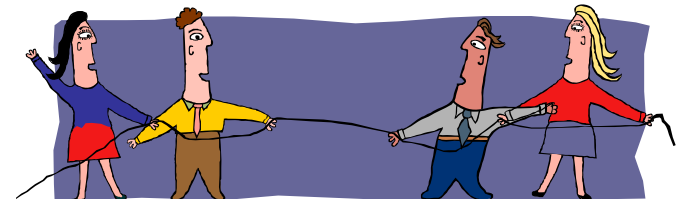


# *Team Leadership as a Discipline*

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## *High-Performing Executive Leadership Teams:*

- *Have shared goals*
- *Collaboratively solve problems*
- *Think critically*
- *Communicate effectively*
- *Are mutually accountable*
- *Display trust, humor and candor*



# *Team Leadership as a Discipline*

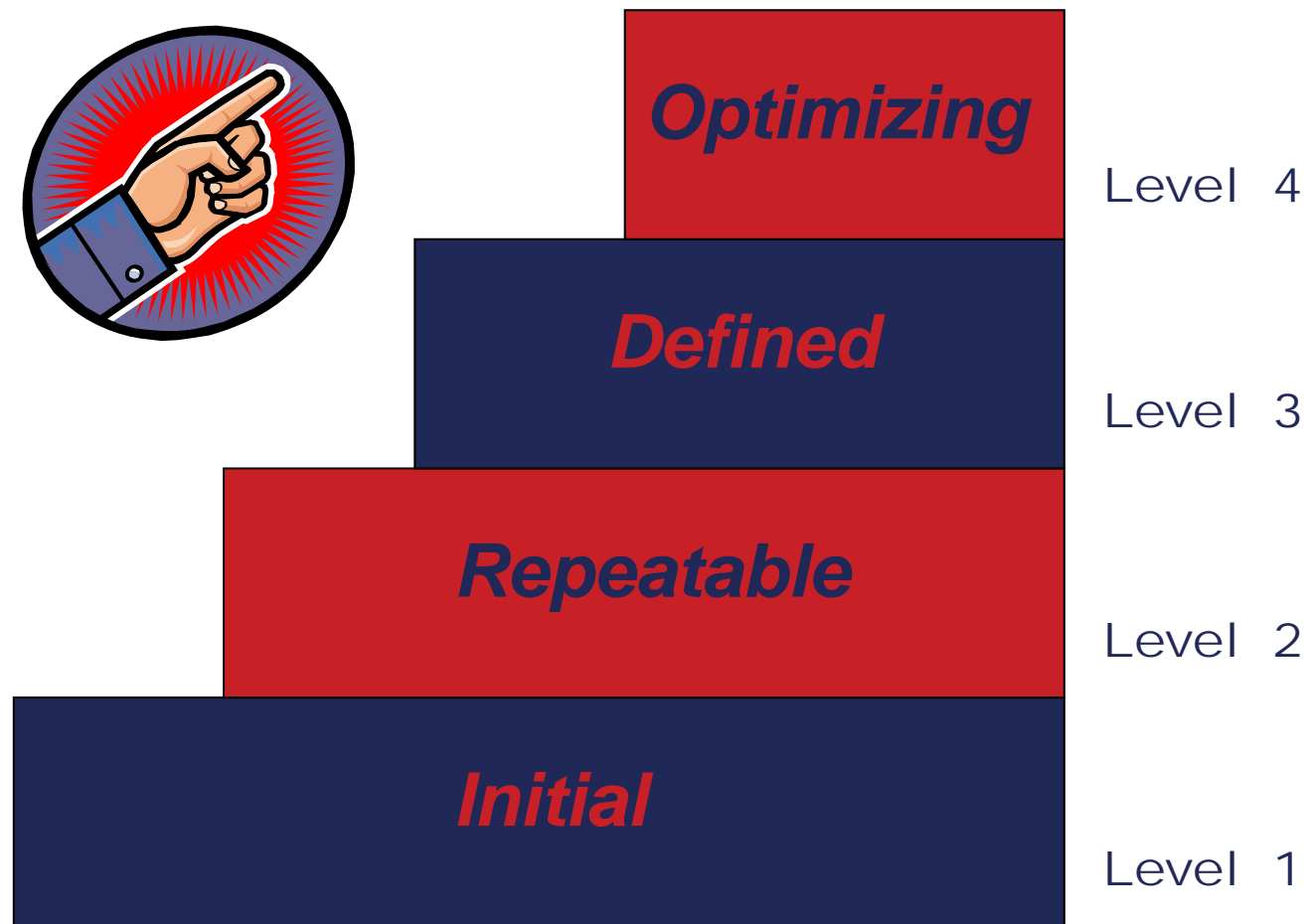
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- ✦ The ***Executive Team Leadership Assessment*** examines executive team leadership effectiveness from both *organizational* and *behavioral* perspectives
- ✦ It examines both ***practices*** (what the team does habitually or customarily) and ***manifestations*** (what can be observed in the team; the actual behaviors)
- ✦ Defines high-performance executive teaming and leadership behaviors

# *Stages of Executive Team Leadership Effectiveness*

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## **EFFECTIVENESS**



# *Level 1: Initial*

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- ✦ Interaction is ad hoc with few defined processes
- ✦ Decision-making is top-down, based on “loudest” view and/or responsive to a crisis
- ✦ Consensus sought, but decisions are pocket vetoed
- ✦ Functional perspectives rather than critical thinking are most often applied to team decision-making
- ✦ Group dynamics are tense, cautious, polite
- ✦ Stakeholder positions are argued not sought
- ✦ Coalitions are formed around sides of critical issues; candor can be missing
- ✦ Communication is limited to information sharing
- ✦ Team conversations have sides but no center
- ✦ Discussion of the “Just and Common Action” (group perspective) is infrequent
- ✦ Emphasis is on decision-making not option development or problem understanding/exploration

# *Level 2: Repeatable*

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- ✦ Basic processes are established to discuss, analyze and decide
- ✦ The necessary discipline is in place to repeat earlier successful decision-making or problem-solving events
- ✦ Team has a general notion of its common interests, goals or perspective
- ✦ Actions among team members are occasionally integrated
- ✦ Sense exists that “we could do better” in decision-making/problem resolution
- ✦ Candid communications occasionally occur
- ✦ “Quiet” members’ opinions are sought; outside stakeholder positions are voiced
- ✦ Problem restatement methods are used to develop options
- ✦ Group dynamics can include displays of humor; demeanor is more relaxed

# *Level 3: Defined*

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- ✦ Decision-making processes and “rules” are well understood and integrated into overall activities of the team
- ✦ Strategy development, product marketing/planning and sales forecasts use integrated components of the team’s problem-solving and decision-making processes
- ✦ Few decisions are pocket-vetoed
- ✦ Communications are problem-solving oriented
- ✦ Conversations have fewer “sides”; emphasis on center
- ✦ Group dynamics include trust statements as well as humor, candor and respect
- ✦ Other/outside stakeholder positions are understood and easily articulated
- ✦ “Just and Common Action” solutions are common
- ✦ Functional perspectives are accommodated not paramount

# *Level 4: Optimizing*

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- ✦ Detailed decision-making/problem-solving processes are in place and regularly used
- ✦ Team decisions are of high quality; few unintended consequences result; decisions are sustainable
- ✦ Just and Common Action is the principle guiding most team decisions and conflict resolutions
- ✦ Paradoxical leadership behaviors are displayed, understood, and supported
- ✦ Continuous decision-making improvement occurs
- ✦ Team-based behaviors are transferred a level down
- ✦ Team is viewed as a meritocracy of leadership
- ✦ Team members meet frequently outside of formal staff meetings
- ✦ Formal meetings do not require information exchange; it has already occurred



# *Team Leadership Practices and Manifestations*

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**Practices**—what the team does habitually or customarily

- Communications
- Culture and attitude
- Analysis and assessment
- Organization, staffing and incentives

**Manifestations**—what can be observed in the team

- Team and individual behaviors
- Direct report and lower level behaviors
- Impacts on business results: margin expansion, growth, sales effectiveness

# *Executive Team Leadership Practices: Communications*

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<b><i>Communications</i></b>	<b><i>Effectiveness Level</i></b>
❖ most communications are information-sharing; most conversations have sides not a center	2
❖ static information is collected for decision-making from internal sources; limited review for potential impact	2
❖ candor is displayed; feedback isn't always negative	2
❖ most communications are problem-solving oriented; most conversations have a center not sides	3
❖ "so what" and "what if" implications induce team members to re-think/re-cast ideas	3
❖ active sharing of information with team members occurs outside of formal meetings	3
❖ multi-directional info sharing and problem-solving are typical; trust statements are common; humor is widespread	4

# Executive Team Leadership Practices: Culture/Attitude

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<b><i>Culture and Attitude</i></b>	<b><i>Effectiveness Level</i></b>
❖ Team Leader discusses team goals, measurements, dynamics in many/most employee communications	3
❖ organization develops and documents a code of team ethics, measurements, vision, mission and/or goals	3
❖ team is sought when any members need advice or major functional decisions are required	4
❖ market share/performance is seen as a consequence of collaborative team decisions	4
❖ team takes time to improve quality of decisions; reviews past behaviors and seeks ways to enrich/inform future decisions	4

# *Executive Leadership Practices: Analysis and Assessment*

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<b><i>Analysis and Assessment</i></b>	<b><i>Effectiveness Level</i></b>
❖ members share articles/books on problem-solving, critical thinking, team dynamics	2
❖ can benchmark key competitors on problem-solving, critical thinking, team dynamics	3
❖ can articulate team goals, measurements, critical aspects of team dynamics, assess levels of integration and prospects for improvement	3
❖ can accurately link forecasts, market outcomes to team decisions	3
❖ can accurately dissect a poor decision; team is mutually accountable for all decisions	4
❖ team regularly applies critical thinking techniques to problem solving; regularly seeks Just and Common Actions	4

# *Executive Leadership Practices: Organization, Staffing and Incentives*

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<b><i>Organization, Staffing and Incentives</i></b>	<b><i>Effectiveness Level</i></b>
❖ management education processes include team dynamics/high performance	2
❖ performance appraisals include the display of high performance team leadership behaviors	3
❖ measurable goals and performance incentives exist for high performance team leadership behaviors	3
❖ CXO sponsorship of high performance team leadership behaviors	4
❖ rewards program in place for creative contributions to high performance team improvements and dissemination of behaviors to lower levels	4
❖ hiring process includes a screen for high performance team leadership behaviors	4

# Executive Leadership Manifestations

<b>Manifestation</b>	<b>Effectiveness Level</b>
❖ all information needed is readily available for decision-making	2
❖ product/market introductions, forecasts, other decisions are regularly handled as a team	2
❖ simple one-way communications vehicles are used to share regularly share information	2
❖ team is trained in dialogue, problem-solving, critical thinking techniques	2
❖ strategic planning, sales forecasting, new product development processes include robust analyses and collaborative problem-solving	3
❖ team members discuss with/educate their reports on high performance teaming techniques	3

# *Executive Leadership Manifestations* *(continued)*

<b><i>Manifestation</i></b>	<b><i>Effectiveness Level</i></b>
❖ team members use collaborative decision-making techniques with reports; team can articulate its approach to and techniques for high-performance to reports	3
❖ complex, multi-directional communications vehicles are used to keep all members abreast of issues	3
❖ direct reports agree that margin expansion, growth and/or sales effectiveness are outcomes of executive team leadership	4
❖ executive leaders regularly seek out each other for candid discussion of issues	4
❖ executive leaders seek development in team behaviors and measure themselves as team members	4
❖ innovative decision-making approaches are discussed and explored regularly	4

# *Executive Leadership Manifestations* (continued)

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<b><i>Manifestation</i></b>	<b><i>Effectiveness Level</i></b>
❖ effective teams are rewarded; high-performance skills are seen as critical to organizational advancement	4
❖ pocket-vetoes are unheard of	4
❖ team members' individual and team goals are integrated	4
❖ individual goals are available to team for review and discussion	4
❖ areas of functional integration and overlap are understood and considered an asset by team members	4
❖ nearly all strategic decisions include implications of and for organizational effectiveness	4
❖ profitability and shareholder value are considered a shared team goal	4