

# Enhancing Leadership Team Performance

Leadership Teams are critical to manage the complexity of today's work and a great deal of time is spent by leaders in team meetings. Most team development interventions focus on 'feel good' activities. These programs have their place but their effects are short-lived because they are disconnected from the business.

Effective and high performing leadership teams have clarity of purpose, operational excellence and behaviours that optimize team performance. The Enhancing Leadership Team Performance program focuses on these three key elements:

## 1. Clarify the purpose and focus for the team.

Leadership teams have a unique value to the organization and exist to accomplish specific defined outcomes. Teams must confirm their unique purpose including what the team needs to accomplish and what the organization is counting on the team to deliver. Clarifying team purpose also includes confirming the scope of priority issues that the team should be focusing on over the next six months.



## 2. Operational Excellence

Once team purpose and focus are confirmed the team needs to turn its' attention to how it wants to operate. This will include clarifying the three basic agenda items for leadership team meetings as well as defining meeting operating principles including how decisions will be made.

The three basic agenda items for leadership team meetings are:

- A. To share information on key issues, events, projects, etc.
- B. To request input and advice related to individual areas of responsibility
- C. To make decisions related to agreed upon areas for joint decision making.
- D. To establish clear and aligned direction for the organization.

Additional operational issues include meeting frequency, timing and structure, decision making process, role of substitutes, etc.

## 3. Supportive Behaviour and Relationships

Being an effective team member requires behavioural considerations that are often different than those typically employed being a leader of an organization. Leadership teams need to define how they will work together, how they will interact with one another and what behaviours will contribute to team performance and building trust. Building and ensuring trust on leadership teams is essential to success. It results in openness and honesty and leads to more effective decisions.

At the end of the session, team members will have greater focus and clarity on what matters, better insight into their relationships with teammates, and a set of guidelines for how they will govern their interactions.

The program involves three phases:

a. **Pre-session data collection and planning.**

During this phase team members complete a **Leadership Team Effectiveness Survey** which is followed up with one-on-one interviews with each team member. During the interviews information is collected related to issues identified in the survey. The results of the survey and interviews are summarized and reviewed during the team session.

b. **Session design, preparation and facilitation**

This phase involves the design, preparation and facilitation of a 1 to 1 ½ day workshop that will inspire and challenge team members, encourage effective discussion, and ensure defined outcomes are achieved. Following the session will review session outcomes with you.

c. **Follow-Up Session**

The one-day follow-up session occurs 2 to 3 months following the initial session. The session provides an opportunity to review progress and maintain momentum by ensuring team members are holding one another accountable for the behavior to which they committed to during the first session.

*About Rob Cooke, Workshop Designer and Facilitator*

Rob Cooke is a leadership advisor, strategist and coach who has helped hundreds of leaders enhance performance. Drawing on a strong background in business and organizational development he has the ability and courage to challenge in a direct but positive manner, with the tenacity to get reality on the table. He has a deep awareness of how organizations operate, how cultures support or hinder change, and how to best achieve transformation. Rob is recognized as an exceptional facilitator who utilizes a coaching approach and methodology to achieve commitment and buy-in to change. He created this workshop to address core competencies that he believes every leadership team needs to have.