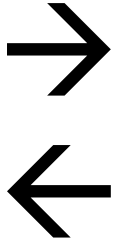
LEADING THE LEADERSHIP TEAM
LEADERSHIP TEAM INITIAL ASSESSMENT

Our leadership team is guarded and less than honest with one another. We hold back during difficult conversations, feign commitment and hesitate to call one another on unproductive behaviors. Often, we pursue our own agendas rather than those of the greater organization.	Discipline 1: Cohesiveness	Our leadership team is open with one another, passionately debates important issues, and commits to clear decisions even if we initially disagree. We call each other out when our behaviors or performance needs correction, and we focus our attention on the collective good of the organization.

Our leadership team consists of well-intentioned executives who have a good understanding of the details of the business. But we don't spend much time thinking or talking about why the organization exists or what values should drive our behaviors. Though we talk about being more strategic, we can't really articulate a simple, clear strategy and we don't have a consistent method for evaluating decisions. We constantly manage against a long list of eclectic goals, some of which may not be compatible and most of which pertain to only a few members of the team. Moreover, most team members have somewhat limited knowledge about and interest in the specific responsibilities of their peers.	Discipline 2: Clarity	Our leadership team shares a common passion for what we do and are committed to abiding by the same set of values. We have a clear plan for success and know exactly how we differ from our competition. At any given moment, we can articulate our top, collective priority and we understand how every member of the team contributes to achieving that priority.

Source: Excerpts adapted from The Advantage by Patrick Lencioni

Our leadership team limits our communication to a few events each year, and even then the focus is mainly on tactical goals and initiatives. Our messaging after meetings is often sparse and inconsistent and we aren't particularly aware of the opinions of the employees deeper in the organization.	Discipline 3: Overcommunicate Clarity 	Our leadership team members regularly remind employees about the company's reason for existence, its core values, its strategy and its top priority. We leave meetings clear about what we've agreed to do and what we're going to go back and tell employees. We also take steps to ensure that we know the concerns and ideas of the people in our organization so that we can represent and consider them when making decisions.

Our leadership team has plenty of processes and human systems, but most of those are generic and cumbersome and not customized to the unique culture and operations of the company. As a result, managers find them largely frustrating and irrelevant to their work.	Discipline 4: Reinforce Clarity 	Our leadership team has simple, practical processes for recruiting, hiring and orienting the right people based on our core values, for managing those people's performance around the organization's most important priorities and for rewarding and training them on the company's culture, strategy and operations. Moreover, managers embrace those processes and find them to be helpful tools for succeeding in their jobs.

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