



## The Leadership Team: Purpose, Participants, and Agenda

How clear is your company on: 1) how decisions get made, 2) how input is provided to affect those decisions, and 3) how decisions are communicated, cascaded, and made to 'stick'?

All too often these very different responsibilities are folded into a singular process: "The Leadership Team," which is often open to anyone who would be grumpy not being included; throwing in the proverbial and unworkable kitchen sink.

Consider two levels of Leadership Teams:

- 1) **The Core Leadership Team** consists of +/- 4 executives, each of whom have a clear and specific reason for being part of the Team. The Core Team's purpose is to make decisions, e.g. "make the call" and make it 'stick' on the most important decisions facing the company after seeking and considering broad input.
- 2) **The Leadership Team** of 8-12 executives. This is a completely separate animal. It's chartered to provide thoughtful debate and input, understand issues and the decisions made. Each member is responsible for cascading consistent communications through their leadership 'lanes' and broadly throughout the company.

In the following pages we outline an example of what a Leadership Team mission, make up, and meeting process can look like. We will tackle the role of the Core Team in a future post.

## The Leadership Team: A Closer Look

### Purpose:

- A deliberative group that shares wide perspectives and clarifies and confirms direction
- Drive ownership, accountability and execution responsibility of key company decisions deep into the organization
- Optimize C-Level / VP-Level / Director-Level / Manager-Level information flow (down and up)
- An input forum for open debate and discussion of key decisions/challenges facing the business
- Opportunity for new ideas and concepts to be proposed for discussion and debate
- Not a coffee klatch to fill in everyone on your activities
- Not a decision making group

### Participants:

- Less than or equal to 12. Participation can, and should rotate.
- Contributors have demonstrated the ability to think / contribute outside of a tactical framework
- Dissociates themselves from "me, my, issues or my agenda"
- Always has the greater good in mind
- Listens actively- is 100% present, engaged and prepared. Opens mouth to contribute in a relevant, concise insightful way. No electronics open.
- Participants change as key hires are made and the organization changes
- Expect to be on and then off as a participant and then maybe back on again



## Leadership Team Agenda

### EXAMPLE

| Standing Agenda Items   | Ad Hoc Agenda Items  |
|---|--|
| 1. Review actions & decisions from last meeting<br>2. Strategic Imperative Review (Metrics, Accomplishments, Issues) and indicated actions.<br>3. Organization & Business Proposals or Issues (Statement of issue prepared in advance. Includes objective, benefit, costs, options) | Only reviewed after Standing Agenda items as time permits<br><br>Submissions delivered to Chair Person in advance<br><br>Person submitting prepares in advance |

Frequency: Monthly for 3-hours

Responsibilities:

1. Chair Person:
  - a. Sets agenda for every meeting – sends reminders
  - b. Kicks off every meeting / runs time management
  - c. Directs format, level of content, & content sharing methods
  - d. Owns participation & schedule changes as necessary
2. Standing Agenda Topic Owner:
  - a. Prepared to drive discussion relating to a standing agenda item
  - b. Accountable for standing agenda item & follow-ups
3. Scribe:
  - a. Appointed by Chair Person for each meeting (or standing Scribe)
  - b. Records key points, actions, decisions for each agenda item
  - c. Publishes meeting notes according to Chair Person standard
4. Subject Matter Expert Invitee:
  - a. Individual / team invited as necessary
5. Participants:
  - a. On time to every meeting; Follow meeting norms
  - b. Completes pre-read / research / other preparation for every meeting
  - c. Focused and engaged throughout the meeting for every meeting
  - d. 100% delivery on commitments made