MASTERING STRATEGY
MAKING STRATEGY A TEAM SPORT

LEADING TOGETHER

Turn Individual Strengths into Collective Performance

A facilitated program for intact senior leadership teams



THE OPPORTUNITY

Capable leaders can achieve more together

Your leaders bring experience, expertise and strong individual capabilities to their roles. Their effectiveness as a team depends on how well they make decisions together, resolve competing demands for resources and follow through on commitments to one another.

When decisions are unclear, competing demands remain unresolved or commitments are missed, the consequences affect the whole organization. Employees may receive conflicting direction, work can be delayed or repeated, and the team leader is drawn into resolving the same issues over and over again.

LEADING TOGETHER helps leaders make clearer decisions, work through differences, coordinate action and follow through on commitments. An experienced facilitator guides the team as it develops and applies practical working methods to its own responsibilities.

Designed for intact senior leadership teams of 6–12 members, it is a good fit for newly formed teams, teams integrating new members and established teams seeking to work more effectively together.

Do these patterns sound familiar?

- **Decisions keep returning.** Leaders leave the same meeting with different understandings of what was decided.
- **Concerns surface too late.** Important reservations emerge after a decision, when changes are harder to make.
- **Commitments collide.** One department's plans depend on time or resources that another has already committed.

What your team will work toward

Clearer decisions. More constructive discussion. Better coordination across departments. Greater consistency in meeting commitments and addressing difficulties before they become serious problems.

Five three-hour virtual sessions over four to six weeks, with practical application between sessions and a 90-minute virtual review after 60 days.

Five sessions focused on your team's work

An experienced facilitator guides your team through five sessions, using organizational issues or realistic examples to help leaders improve how they make decisions, work through differences and coordinate action. The team, including its leader, participates throughout.

1 Lead as a team

Clarify what the team must accomplish together and which matters require collective attention. **The team develops** a shared purpose, clear collective responsibilities and a few specific improvements to pursue.

2 Make clear decisions together

Clarify who has authority, whose input is needed, how decisions will be reached and what to communicate. **The team develops** a practical Decision Guide to test and refine through use.

3 Work through differences

Practise raising concerns, examining assumptions and challenging proposals constructively. Develop agreements for handling disagreements, including how to proceed when differences remain.

4 Coordinate across departments

Make competing demands visible, clarify commitments and raise difficulties early. Agree who will do what, by when, what support is needed and how commitments will be reviewed or renegotiated.

5 Make follow-through routine

Review and refine the practices tested between sessions. Improve how the team reviews progress, addresses obstacles and responds to missed commitments. Confirm a regular review routine and a practical 60-day implementation plan.

Practical tools your team can keep using

Your team develops a Leadership Team Working Agreement supported by a Decision Guide, discussion agreements and practical routines for coordinating work and reviewing commitments. Leaders test these practices between sessions and agree on a 60-day plan for putting them into regular use.

THE PRACTICAL VALUE

See how better teamwork makes a difference

Customer service requests are mounting. Operations asks managers to authorize overtime, while Finance tells them to reduce labour costs. Managers are unsure which direction to follow.

Using its Decision Guide, the team clarifies who has authority to approve overtime. Leaders agree on how to reduce the backlog within the available budget and what each department will do. They set a review date to check results and resolve problems.

The team can use the same approach whenever work depends on several departments.

Support from preparation through follow-up

Before the program: A conversation with the team leader and a short team survey identify the team's current difficulties and priorities. The facilitator and team leader agree on suitable issues or examples to use during the sessions.

During the program: Five facilitated virtual sessions combine discussion, practical tools and application to the team's work. A closing survey assesses learning, confidence and commitment.

At the 60-day review: A brief survey informs a 90-minute virtual session, held 60 days after the team receives its completed Working Agreement and implementation plan. The team reviews progress, addresses remaining difficulties and agrees on adjustments.

The program includes preparation, facilitation, participant materials, practical tools, agreed output documents, three team surveys and the follow-up review. Fees and delivery arrangements are confirmed before the program begins. *Normally virtual. In-person facilitation may be considered by arrangement.*

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Start a conversation with Chris Ward, Creator and Program Director, about how LEADING TOGETHER could help your leaders work more effectively together.

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