

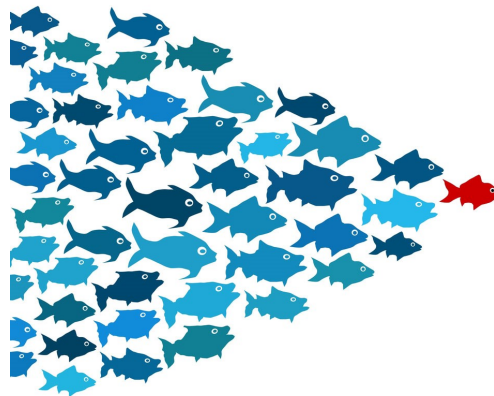
EXECUTIVE LEADERSHIP

Executive: Person or group appointed and given the responsibility to manage the affairs of an organization and the authority to make decisions within specified boundaries.

Executive Leadership: The ability of those who manage or direct employees in an organization to influence and guide these individuals.

Immature Executives:

- Blame others for their mistakes
- Need to take credit for their ideas
- Set up rivalry, are jealous and angry



Mature Executives:

- Tolerant
- Respect People's Rights
- Know and use the talent from the team

Leadership

- The *intellectual executive* wants *ideas*.
Attempts to transform society by creating a clear vision of the future.
- The *emotional executive* wants *ideals*.
Emotional leadership is a process that leaders use to influence their followers to pursue a common goal

Analyzing Executive Strength—"You, the Executive"

As you seek to become an Executive Leader you might start by asking yourself these questions:

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| 1. What have been your top three challenges in leading teams? | 2. What have been your top three success in leading teams? | 3. What are your top three strengths or assets as a leader? | 4. What is your single most effective team building practice, tool or solution? | 5. What have you tried as a leader that did not work? | 6. What is the most essential piece of advice you would give to a new leader about leading teams? | 7. How have you changed as a leader? |
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Team Management & Performance

The Drexler/Sibbet Team Performance Model

Orientation

“why are we here” The team must work to identify a task that each individual finds personally beneficial, or important to the organization. When a team member is unable to envision their role, they distance themselves from the group. Alternately when a member feels more connected, they willingly participate in achieving the overall goals.

Trust Building

“People want to know who they will work with – their expectations, agendas and competencies.” Trust can only be established once team members become clear on their individual roles and responsibilities and establish a better understanding of each other’s work styles and experience.

Goal Clarification

The team works to identify a shared vision by discussing possibilities, variations, and the

reasons these goals may or may not be the best options. Some disagreement can happen during this stage, so it is important to make sure that everyone is on the same page before proceeding. This is also a good time to address any conflict between individual and organizational goals.

Commitment

If your work remains unresolved, some team members may disown individual responsibility for the success of the team by going along with the preferences of others, while others may attack proposed courses of action without offering any feasible alternatives.

Implementation

The implementation stage is dominated by timing and scheduling. You may cycle back through earlier stages of the process as your team encounters unforeseen obstacles and works to find its

groove. The key here is to impose some shared processes for completing the team’s work. This can be achieved with online project management tools, flowcharts, or work plans.

High Performance

While this model might suggest that “high performance” is a destination that all teams reach, research indicates that many never do. But you don’t have to reach this point for good work to get done.

Renewal

You can think of renewal as both an ending and a new beginning. Each team may want to reflect on what worked and didn’t work, what was achieved and can now be left behind, and what issues remain to be tackled.

Conflict Resolution

In order to deal with conflict constructively the team should:

1. Discuss competing views, assumptions, opinions and priorities openly;
2. Seek members’ initial thoughts or guesses, and avoid angry statements in which you accuse or criticize a person who has accused or criticized you;
3. Ensure communication, negotiation, information-sharing and co-operation are all encouraged.

Tips

- Commitment by team members
 - Shared vision
- Common ownership & Joint Responsibility
 - Shared task
- Open exchange of communication
- Honesty, frankness, and trust
 - Avoid hidden agendas
 - Remain focus
- Avoid blaming individuals