



LEADERSHIP TEAMS

Teamwork is a system that requires a thoughtful, intentional design that fits the lifecycle and stakeholders of the organization. Upfront decisions and ongoing practices increase the likelihood of becoming an effective board or exec team. Clearly establish the game's rules, and people know how to play together.

Consider these key decisions when setting up your board or executive leadership team. If you need help assessing, (re)designing, or facilitating for a season, let us know at info@leadingedgeimpact.com.

	<p>GROUP NORMS</p> <p>Organizational values reflect the beliefs and principles the nonprofit holds dear. Leadership teams often benefit from another set of anchoring principles. Shared or group norms help a board or executive team understand and align its relationship and purpose. They also provide a standard against which to evaluate team progress and hold each other accountable.</p>
	<p>DOMAIN & ROLE CLARITY</p> <p>There is more than one way to perform work. Effective leaders know how to advance and hold each other accountable for work in their context. For a board, this means clarity on chief executive decisions versus full board and committee remits. For an executive leadership team, this means clarity on leader or functional domains and what must come back to the whole team. Decision-making rights via domain charters or RACI matrices by function make this transparent.</p>
	<p>DEBATE, THEN ALIGNMENT ON DECISIONS</p> <p>When norms, domains, and roles are clear, there is greater likelihood of healthy discussion to inform options and reach decisions. High-performing leadership teams aren't uniform in their thinking, but rather find constructive ways to surface and process dissent. Once it is time to reach a decision, however, effective teams align, commit, and advance the outcome together.</p>
	<p>CADENCE OF MEETINGS & COMMUNICATION</p> <p>An effective system of leadership clearly establishes a frequency of meetings at different levels as well as means of sharing information with stakeholders. From quarterly all-hands and business review, to monthly performance updates and noteworthy news, effective leadership decides, publishes, and consistently adheres to a cadence of meeting and communication. The strongest teams promote cohesion by using the same talking points and formats to cascade news.</p>
	<p>SURVEY & SELF-EVALUATION</p> <p>No leadership team is perfect. And as members come and go, there is often need to recalibrate ways of working. Anonymous and group self-evaluation surveys help identify areas to improve.</p>
	<p>EXTERNAL FACILITATION</p> <p>There are seasons when leadership teams need fresh eyes, outside perspective, and new inputs. A temporary or even long-term external facilitator can be a game changer to (re)shape agendas, (re)define roles and agreements, and gain efficiency and effectiveness in teamwork.</p>