

United Leadership Team

... above the line / below the line items from the United Leadership Team diagnostic



This model summarises the key items from the United Leadership Team Diagnostic and contrasts these with items that characterise poor performance. It provides a handy reference guide during the program.

<ul style="list-style-type: none"> • Have a clear and agreed purpose • Demonstrate commitment to shared core values • Have a clear and compelling true north (goals and vision) • Engage the whole organisation in a compelling big picture 	<ul style="list-style-type: none"> • Bring conflict to the surface to be addressed • Effectively handle conflict • Seek, offer and accept constructive feedback from each other • Have high quality debates that lead to high quality decisions 	<ul style="list-style-type: none"> • Act in ways that build trust • Respect the contribution of team members with different styles • Make communication amongst team members a strength • Actively listen to each other 	<ul style="list-style-type: none"> • Tackle the big issues as one united team (showing consistency to others) • Plan and prioritise together • Collaborate away from formal meetings to address problems and opportunities • Hold effective meetings 	<ul style="list-style-type: none"> • Share the wins and losses • Act with 'one person accountable – multiple team members responsible' • Pay close attention to whole-of-business results • Make 'debrief – learn – adapt' a ritual
<p>share the big picture</p> <p>pursue other agendas</p>	<p>share the reality</p> <p>avoid and deny</p>	<p>share the air</p> <p>stifle communication</p>	<p>share the load</p> <p>look after your own turf</p>	<p>share the wins and losses</p> <p>play I win, you lose</p>
<ul style="list-style-type: none"> • Set the example of working in silos • Operate at management, not leadership level • Fail to engage people in a bigger picture • Let friction points and vacuums prevail across the business 	<ul style="list-style-type: none"> • Put a 'spin' on everything • Avoid direct, honest feedback conversations • Avoid the vigorous debate or play the person, not the issue • Cover backsides – don't take accountability 	<ul style="list-style-type: none"> • Speak over the top of others • Hoard / keep information • Quickly dismiss alternative views • Use status or position to achieve or to block things 	<ul style="list-style-type: none"> • Plan and prioritise in isolation • Treat others as vendors / suppliers – not partners • Set an example of 'everyone for themselves' • Keep problems insulated from the team 	<ul style="list-style-type: none"> • Avoid open debriefing / learning within the team • Share the losses not the wins • Downplay successes • Make process more important than outcomes