

Developing High-Performance Teams

Key Leadership provides metrics for success

In the past, team performance assessment has consisted mostly of qualitative, subjective reviews performed by a teamwork expert – effective, but often hard to quantify. Key Leadership now brings you a breakthrough tool designed to enhance team effectiveness for knowledge teams – The Knowledge Team Effectiveness Profile (KTEP).

KTEP was developed and tested based on years of research involving hundreds of teams and has been validated against one of the world's largest and most contemporary databases of team dynamics. Its developers looked at over 100 reasons that explain why some teams are more successful than others. This research resulted in finding statistically significant correlations among 17 performance indicators. Because it is based in science, it's a far more reliable tool than other performance measurements.

Understanding its core components

How does it work? As a comprehensive solution, KLI provides a 360-degree look at team performance, builds buy-in for change and recommends the "how-to's" on the path toward strong team performance. This solid package includes:

- **Feedback Session.** KLI provides a well facilitated feedback session guaranteed to energize and inform!
- **Team Learning Framework.** Additionally, the report offers specific processes and techniques for improving team performance.
- **Action Guide.** Your report clearly shows where teams are underperforming and where improvement will have the greatest impact.
- **Team Performance Profile.** When everyone on the team has completed the questionnaire, we will produce a report on the survey results. This report measures the team's rating on the 17 performance indicators, which are grouped into four main categories. It then compares your results with the most and least effective teams in the database – anonymously, of course.
- **Web-based Questionnaire.** The input is a 51-item questionnaire that assesses individual member perception of the team. The questionnaire is fully intuitive for easy interaction and password protected for security and confidentiality. All that's needed is a standard Web browser.

- **A Scientific Model.** The instrument's core is a scientific model of team effectiveness that reveals factors most critical to team success, as well as their overall importance and complex inter-relationships.

Here's one piece: KTEP's developers were able to formulate, test and confirm the effect of these factors on one another. The result: all the factors are important, yet some are more important than others. And, at the top of the list - no surprise here – is TRUST! The bottom line is that when partnering with Key Leadership Initiatives on team development, you will get a crystal clear view of:

- what is going on in your team,
- what is important to attend to right now
- what can be built over time
- how effective your team is against the norm
- how to develop the specific competencies your team needs

Call us now (610.971.8162) for special introductory pricing on a half-day day program that includes measuring your team, administering KTEP, individual and team reports, and the feedback session.

Professional Consultation for Immediate Support

- Do you have the need to bounce things around with someone?
- Is there a matter you need to air?
- Would you benefit from working with someone on a short-term basis to resolve an issue before it becomes a problem?

If lean staffing and little time are problems, contracting for short-term consulting hours may be for you! A "quick hit" of help can make all the difference. Recently, Key Leadership's most important clients have asked us to add value by:

- Developing an approach to kick off a professional coalition
- Working through strategies to navigate tough political waters
- Planning influence roadmaps to resolve potential obstacles to project and program success
- Talking through multiple career options to facilitate decision-making
- Conceiving creative ways to get information from customers without overloading them

KLI's current clients have benefited tremendously from being able to discuss their challenges and concerns with a professional...and you can, too.

To find out more, call 610.971.8162 and ask for Paulette Gabriel.

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Visit our website for valuable information and tools.

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KEY LEADERSHIP INITIATIVES

Working at change that matters.

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Leadership Matters

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Strong, Effective Teams... and Leaders

Building and sustaining leadership that achieves

Leadership doesn't just happen. Neither does effective teamwork. They are created and facilitated every step of the way. Knowing where the team is, taking simple steps to improve, and providing ongoing development can yield economic and emotional ROI. Self-renewal and learning are all vital to the success of the leaders within your organization. And building an environment that enables these teams and individuals to do their jobs – excellently – and grow as leaders is just as important.

"But how do we get there?" is the often-asked question. And the answer is always, "It requires attention, intention and work." Leadership and leading well are lifelong pursuits.

Getting better as a leader and a team begins with reflecting on what is occurring right now. Take some quiet time and ask yourself:

- Is the team operating well?
- Do your colleagues and partners associate your team with passion, focus and the ability to deliver?
- Have you been direct and appropriate about dealing with issues and concerns?
- Are the members of your team able to add value and have fun?
- What would you change if you believed you could?
- What is preventing you from moving with full speed in creating excellence at the team level and for you as a leader?

This issue of Leadership Matters is focused on building teams and leaders that are resilient, strong and effective. It's really not complicated. There are guiding principles, grounded in sound thinking and proven in the field to be successful with executive teams around the world. They can help you succeed with this important mission of building team and individual excellence.

KLI's 12 Principles for Effective Leadership Teams & Individuals

1. **Clarify your vision.** This initial step is vital. Your strategy and direction must be clearly defined and then communicated to everyone within the organization.

2. **View employees as an asset.** Your people hold the organization's intellectual capital – which, in turn, holds real value for the company. Recognizing that fact helps you to appreciate them as a tangible asset that appreciates and to treat them accordingly.
3. **Leverage the employer-employee relationship.** This is one area with long-term payback. Creating a positive and lasting bond is one of the best ways to generate productivity and revenues within your organization.
4. **Reach for excellence.** Don't settle for less. With focus, discipline and support, everyone can work to achieve the highest levels.
5. **Demonstrate a "good for the company" mindset.** When top leadership practices what it preaches, employees and teams are more likely to adopt positive, productive behaviors as their own.
6. **Foster a climate of re-formulation on the move.** Encourage individual and team leaders to devise inventive strategies for change when confronted with everyday challenges.
7. **Articulate what's important.** Good teams are like good families – defined values and ethics, a spirit of cooperation, and shared ways of doing things. Make sure these principles are clearly conveyed.
8. **Know that "bad" is sometimes good.** Conflict, tension and inaccuracy, in measured doses, can be productive – and turned into a source of energy, vitality and passion.
9. **Achieve partnering balance.** Sometimes, teams and individuals should be competitors, and other times collaborators. Understand the right time for each and employ them as tactics when warranted.
10. **Develop a clear line of sight.** From strategic direction to individual accountability, make the organization's vision known and understood.
11. **Communicate at all levels.** Engage more than the intellect. When you can reach the heart and soul of your leaders, the organization will continue to show positive change and growth.
12. **Make it safe.** When the employees feel that openness and innovation are genuinely appreciated, they'll be able to speak and act candidly – and in the best interests of the organization.

When leadership teams and individuals have a methodology in place to enhance their effectiveness, their performance and competencies improve and grow. It's a long-term approach that will continue to deliver breakthrough results for years to come.

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An Extraordinary Career

Why some executives are bound to succeed

Average Employees → Successful Professionals → Extraordinary Executives
In which category do you belong?

The 5 Patterns of Extraordinary Careers[®] can help you figure it out. In their book authors James M. Citrin and Richard A. Smith conducted exhaustive research to determine why some workers are average and others rise to the top.

The authors used a rigorous methodology to extensively research how exceptional executives achieved their remarkable success. After segmenting and analyzing a database of 1.2 million executives from various industries, they developed and sent out a survey instrument to 8,000 individuals. Amazingly, they received back more than 2,000 – an incredible 25% response rate. They also conducted 300 face-to-face interviews with executives to learn about their thoughts, beliefs, goals, turning points and behaviors, among other factors.

A CASE STUDY IN:

Executive Transition and Development

What would you do if, after having advanced along a 20-year career path with your employer, you were about to become displaced?

This scenario is true more often than workers would like to believe, regardless of experience, past success, education or job level. The effects of the last recession coupled with a “jobless recovery,” mergers and acquisitions, and new technologies among other factors, have created an environment where loyalty, longevity and skill no longer guarantee a job.

Employees find themselves facing a phased-out department, a redundant job description, or a skill set that doesn’t mesh with a new direction. Looking for another position, especially when feeling devalued about being displaced, can be daunting.

Approaching these pivotal moments with confidence, perspective and creativity, however, makes all the difference. With such an attitude, it is possible to move from being devastated about a job loss to finding a new role with exciting possibilities and challenges.

That was the case with a Laura O’Neill*, a director-level technology professional who spent 20 years with a large chemical company. O’Neil had a successful career filled with growth and promotions until finding out one day from her boss that she was “no longer right” for her position. Her company’s exit strategy had her out the door within four months, so O’Neill knew she had to act quickly and decisively.

Determining where to start

The first thing she did was to negotiate the services of Key Leadership Initiatives (KLI) as part of her severance. Said O’Neill, “I knew I’d get a very personal, very broad range of support. They immediately focused me on practical matters, such as negotiating the best outplacement package and signing onto an online resource specializing in executive job searching, networking and career advancement. The advice and support I got made me feel comfortable about the situation.”

This was crucial for O’Neill, who felt “...beaten up after thinking that I had become invaluable to the organization. My coach helped me get past the feeling that there was something wrong with me and helped me focus on my accomplishments and strengths,” she said.

Formulating strategy and tactics

KLI then began to work with O’Neill on determining a step-by-step game plan. “They got me on-task. We started with networking, listing contacts. We then looked to determine companies I’d be interested in and how best to approach them. Next, we focused on contacting recruiters. Then we mapped out what I would need to do along these various paths, and determined how to evaluate feedback in order to keep moving forward. They wanted me to be able to maximize every opportunity,” said O’Neill.

KLI stressed the importance of finding the right match, assisting O’Neill in determining the type of corporate culture that would work best for her. The company also worked with her on her “Elevator Speech,” helping her learn how to introduce herself to someone quickly yet memorably.

Dealing with the “organic” nature of the job hunt was another area where support was needed. “I was used to chronological projects taking a path of serial actions to achieve an end,” O’Neill noted. “In looking for a job, the progression is unpredictable, and you don’t have a clear end point until you land a position.” O’Neill learned how to manage the challenges of this process, assistance she found “extremely valuable.”

KLI president Paulette Gabriel noted that this understanding is an important lesson in executive development. “Being able to build relationships, to partner with others toward a mutual goal yet realize that the path is often indirect and serendipitous, is a bottom-line skill in business today,” said Gabriel.

O’Neill also cited frequent, supportive interaction and rigorous coaching as a major benefit of working with KLI. “KLI encouraged me to get out of my comfort zone and be more willing to approach people and network,” she attested.

Achieving a successful outcome

O’Neil began to see her efforts – and KLI’s advice – achieve results. “I had a series of interactions going on with recruiters and HR departments. Some were moving ahead and others were just beginning to develop. Then, a tremendous opportunity that met all of our criteria presented itself,” she said.

The job was pharmaceuticals, not in chemicals, where O’Neill had all her experience. As part of its approach to develop personal vision of the ideal job for O’Neil, KLI counseled her to disregard nay-sayers who told her to give up because she didn’t have the right background. Looking outside the box paid off; as it turns out, this company was seeking someone with O’Neil’s particular background.

Today, O’Neil is preparing to start in a high-profile senior-level position at a Fortune 500 pharmaceutical company with a “great reputation for how well they treat their people.” She says it is in an exciting new area that could achieve some industry breakthroughs, working for “a boss who seems to have great vision but is still down to earth.” And she has learned that it is very possible to turn sudden adversity into unquestionable success.

*a pseudonym

Armed with the results of the survey and interviews, Citrin and Smith set out to identify and explain the factors that “distinguished the different trajectories of the ordinary from the ordinary executive.” They found that five distinct factors emerged again and again among those executives who have risen above the pack to achieve remarkable career success and satisfaction.

This issue’s Case Study is, in fact, a textbook example of these 5 Patterns:

- **Understand the Value of You.**
Those with extraordinary careers know how value is created in the workplace and how their personal value contributes to it.
- **Practice Benevolent Leadership.**
People who achieve do so with cooperation and support from their peers.
- **Overcome the Permission Paradox.**
Those who rise to the top also rise above the “rule” that you can’t get the job without experience and you can’t get experience without the job.
- **Differentiate Using the 20/80 Principle of Performance.**
This means that people with extraordinary careers go beyond job descriptions and preconceived notions to deliver above and beyond what is routine.
- **Find the Right Fit.**
These individuals seek out companies and positions that fit their strengths and passions and where they can work with those they respect.