



World-Class Leadership Strategies

Use the following strategies to guide leadership development throughout your organization. Start with the example tactics and engage your team to generate whatever you need to transform your operation to the next level.

1. Design your organizational structure for success

- Involve your team to determine the best structure for the organization.
- Evaluate/change the number of direct reports per executive, manager, etc.
- Structure should streamline decision-making, taking care of partners and employees to simplify communication.
- Individuals should have clear responsibility, authority, and accountability within the scope of their role.
- Structure should promote team integration.

2. Make sure you have the right people in the right jobs

- Consider the qualities of an ideal candidate.
- Keep a file of potentially great people to add to your team at a later date.
- Select people with diverse backgrounds to expand knowledge/skills base of team.
- Consider how a candidate will blend with the current team members.
- Create challenging jobs. Expand your thinking about people's capabilities.

3. Ensure that the employees are knowledgeable

- Continually reflect the vision, mission, values, and key strategic areas.
- Clearly communicate performance standards and customer/partner expectations.
- Provide sufficient training & development opportunities.
- Participate in cross-training opportunities with partners and vendors.
- Ensure that employees understand the business of the people they are supporting.

4. Make dramatic leaps in customer/partner service

- Get out and meet with our customers/partners. Observe/learn about our businesses.
- Understand what "great service" is from the customer/partner perspective.
- Train employees in all aspects of service. Demonstrate the impact they have on it.
- Strive for 100% satisfaction and ensure everyone on your team knows it is expected.
- Always think of "how we can" rather than "why we can't".

5. Implement effective, structured processes for getting work done

- Involve the people doing the work to champion/implement improvement processes.
- Identify and break down barriers to getting work done.
- Implement processes that "work" from the employee point of view (procedures and practices.)
- Ask "why?" more often. Why do we do that? Elevate questions and ideas to the highest level needed to accomplish the task.
- Ensure that every process has value and purpose.

6. Explore, probe and know what is going on in your organization and act upon that information

- Establish relationships so that people at any level feel comfortable discussing issues with you.
- Listen!
- Be visible in the work area. Visit your team. Gather and share key information.
- Demonstrate care, consideration, respect, sensitivity, and confidentiality; keep your word!
- Regularly observe your operation from the customer/partner points of view - experience it for yourself!

7. Actively observe and react to the performance of your direct reports - take time for recognition, coaching, and counseling

- Accept that things may be done differently than you would do, as long as a quality job gets done.
- Be accountable for the results of your team. Take responsibility for their actions.
- Actively and visibly participate in team member events (celebrations, etc.)
- Establish effective mentoring relationships to meet the development needs of your team.
- Actively and visibly practice great performance. "Walk the talk".
- Challenge your team and find ways to help them unleash their potential.

8. Expand & act upon knowledge and experience of the best service available anywhere

- Know what the best service and products look like. Learn to incorporate them.
- Participate in professional networking.
- Use and share communication tools (bulletin boards, newsletters, articles, etc.)
- Actively solicit input and compare services and products provided by your team within your industry.
- Encourage team members to benchmark and share ideas and observations.

9. Partner effectively and successfully with staff and other cross-functional partners

- Create relationships where you don't have them and maintain existing ones. Expand your circle of influence.
- Before making decisions, get input from all those whom you will impact.
- Engage others in cross-function issues. Work to develop mutually beneficial solutions.
- Welcome input and constructive feedback from any partner.
- Focus on appropriate conflict resolution and problem solving.
- Arrange and participate in cross-utilization and job shadow opportunities with partners. Maintain interest and strive to understand their needs.

10. Demonstrate a passionate, professional commitment to your job

- Model company heritage (traditions, values). Share enthusiasm and pride in the company and your team.
- Set continually higher performance goals.
- Demonstrate personal ownership and hold yourself accountable for outcomes.
- Find ways to break the monotony and routine for people. Create elements of surprise. Lighten the work environment for your team.
- Experience your product frequently as a customer.
- Participate in daily activities: teaching, coaching, and counseling.

11. Understand and demonstrate mastery of business fundamentals

- Clearly understand and communicate the big company picture and priorities, and explain to your team how your department's priorities align.
- Execute actions that complement your core strategies.
- Understand and use reports you are receiving; otherwise, stop receiving them.
- Set mutually agreed-upon goals and practices with your team(s).
- Make sure the team knows where to focus time and energy. Set priorities and goals, establish plans of action, and review them at predetermined intervals.
- Don't sacrifice a great idea for a good idea. Ever.
- Know the metrics that drive your business, and have measures in place to chart progress openly (among your team/department, etc.)