



2017 CREW Leadership Forum Series:

The Strategic Leader

Workshop #3: Strategic Acting – Developing a Strategic Team

Participant Workbook

September 12, 2017

Presented by:

Lee Capps, ClearSpace LLC

CREW Leadership & Professional Development Committee



The mission of the CREW Chicago Leadership and Professional Development committee is to create a forum for members to converse and connect with the goal of growing and developing their capabilities as confident leaders, change agents, and fulfilled and effective professionals. We will achieve our mission in a collegial, supportive environment that encourages openness, respecting the integrity of each CREW Chicago member.

CREW's 2017 Leadership Forum Series: The Strategic Leader

Please join us for this dynamic series of interactive workshops designed to help you develop your skills as a strategic leader!

- | | |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------|
| March 23 | Introduction: Defining a Strategic Leader
DLA Piper 444 W. Lake -- 5:30 pm – 8:00 pm |
| June 6 | Building Your Strategic Competence
DLA Piper 444 W. Lake – 7:30 am – 9:30 am |
| July 12 | CREW Chicago Book Club, featuring <i>The Power of Habit</i> , by Charles Duhigg held in members' homes and offices – 5:30 pm – 8:00 pm |
| September 12 | Developing a Strategic Team
DLA Piper 444 W. Lake – 11: 30 am – 1:30 pm |
| December 5 | Developing Strategic Confidence
with CREW Chicago Annual Meeting
Venue TBD, evening event |

We encourage you to attend the entire series, but it is not necessary to attend a previous program to benefit from a future program. We welcome those who can only attend individual programs as well as those who participate in the complete series. Take advantage of this great opportunity to build your strategic leadership skills in a collaborative learning environment!

CREW Chicago is grateful to DLA Piper for its generous sponsorship of the 2017 Leadership Forum Series.

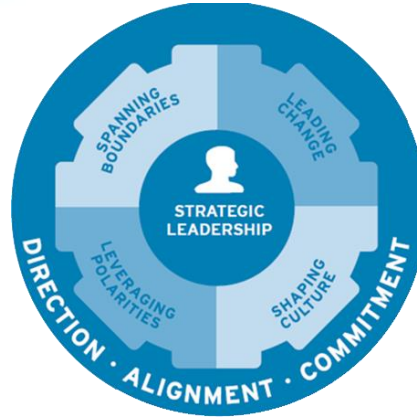
Today's Speaker: [Lee Capps, ClearSpace LLC, lcapps@clearspace.net](#)



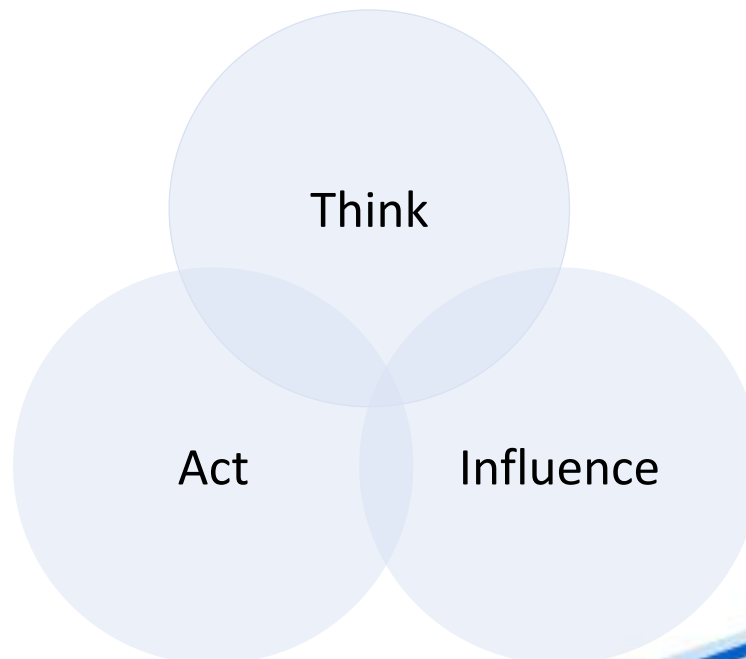
Lee Capps is co-founder of ClearSpace, LLC, a Chicago-based coaching and consulting partnership. He is also a member of the board of the Chicago Chapter of Conscious Capitalism. Going through organizational change as a leader prepared him for consulting in the human development arena – supporting leaders and organizations to shift limiting behaviors and mindsets to achieve greater results.

Strategic Leadership

Focuses on the enduring performance potential of the organization over time so that it will **thrive** in the long term.¹



Individuals and teams demonstrate Strategic Leadership when they think, act, and influence in ways that promote sustainable competitive advantage for the organization.



Strategic Acting Competencies²

- ✓ Act decisively in the face of uncertainty
- ✓ Foster agility
- ✓ Create alignment by setting clear strategic priorities

Exhibit 3.1 - Evaluate Your Strategic Acting Skills³

For each of the behaviors listed below, use the 1-5 scale to assess your need to improve in that area. Circle the number that corresponds to your assessment.

1	2	3	4	5
Considerable Impr. Needed		Mod. Impr. Needed		No Impr. Needed
Set clear priorities.				
1	2	3	4	5
Manage the tension between success in daily tasks and success in the long-term.				
1	2	3	4	5
Implement tactics consistent with strategy.				
1	2	3	4	5
Make decisions that are strategically consistent with each other.				
1	2	3	4	5
Facilitate others' actions by providing them with a helpful balance of direction and autonomy.				
1	2	3	4	5
Find ways to reward appropriate risk-taking.				
1	2	3	4	5
Recognize the need to adapt existing plans to changing conditions.				
1	2	3	4	5
Learn from actions by deliberately reflecting on their consequences, and use such learning to inform future decisions and actions.				
1	2	3	4	5
Examine mistakes for the learning value (as opposed to apportioning blame).				
1	2	3	4	5
Act decisively in the face of uncertainty.				
1	2	3	4	5
Take quick and effective action when it's needed.				
1	2	3	4	5
Learn appropriate lessons from your personal and organizational actions.				
1	2	3	4	5

Strategic Teams⁴

✓ What is a Strategic Team?

A strategic team is a team whose work has strategic implications for a particular business unit, product line, service area, functional area, division or company.

✓ Challenges for Teams at the Top

- Meaningful, concrete purpose difficult to define
- Tangible performance goals hard to articulate
- Members chosen based on position, rather than strengths
- Time commitment too high; little patience for team development
- Mutual accountability a challenge; executives used to hierarchy and distinct “swim lanes”

✓ Creating a Team at the Top

- Ensure that strategy-making work is defined and viewed as a collective work product
- Shift the leadership role based on strengths, knowledge or experience
- Build mutual accountability

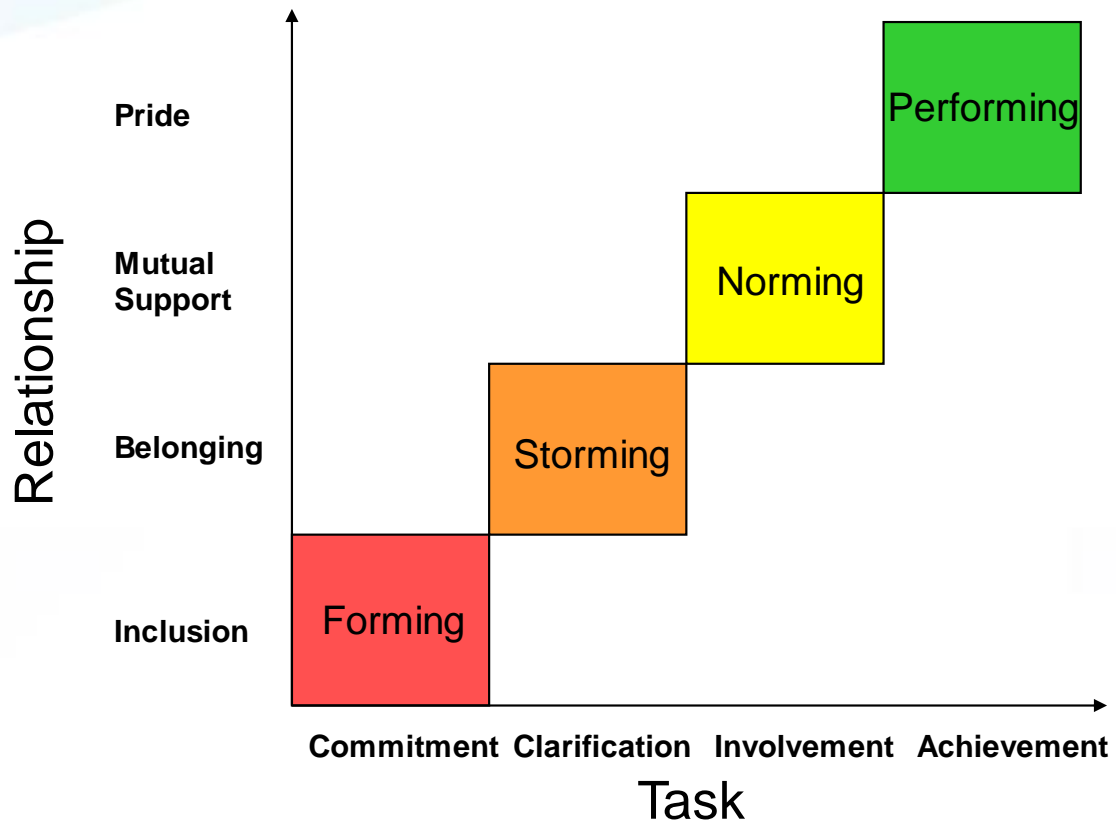
What Is a Team?⁵

A small number of people
with complementary skills
who are committed to a common purpose, performance goals, and approach
for which they hold themselves mutually accountable.

Building Blocks of High Performing Teams⁶



The Stages of Team Development⁷



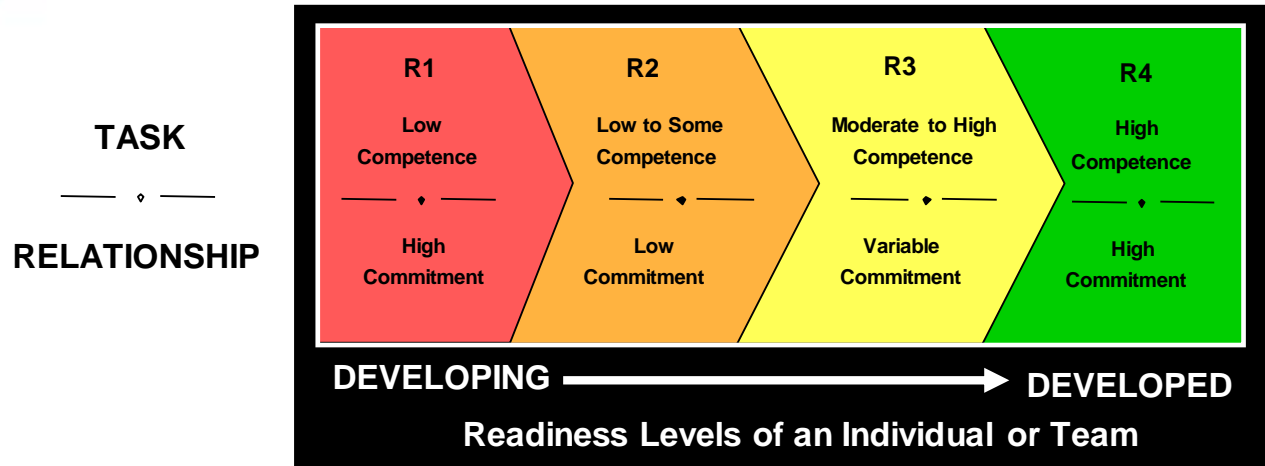
Situational Leadership⁸

Effective leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to the 'readiness' of the individual or group they are attempting to lead or influence.

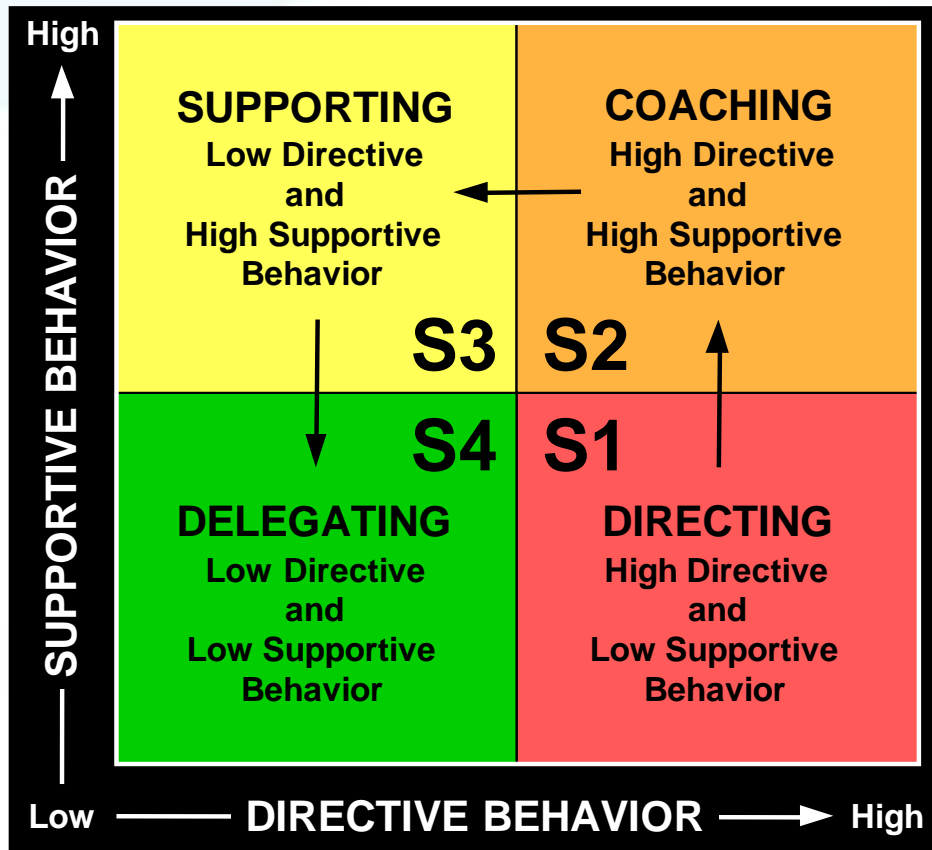
There are two primary elements:

- Assessing readiness
- Choosing the appropriate leadership style

Team Readiness Levels⁹



Leadership Styles¹⁰



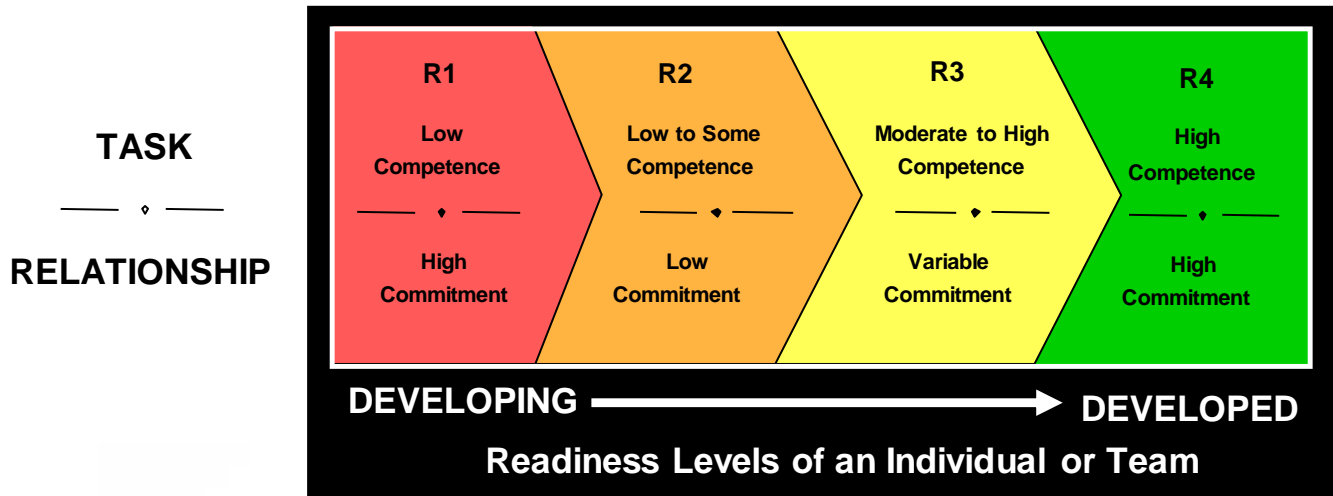
Readiness Levels and Leadership Styles¹¹

Style 1:
Directing
High Task
Low Relationship

Style 2:
Coaching
High Task
High Relationship

Style 3:
Supporting
Low Task
High Relationship

Style 4:
Delegating
Low Task
Low Relationship



Team Building Roadmap

TEAM READINESS						TEAM BUILDING BEHAVIOR	
STAGES	CLIMATE	GOAL UNDERSTANDING & ACCEPTANCE	LISTENING, SHARING	DECISION-MAKING	REACTION TO LEADERSHIP	TASK	RELATIONSHIP
PERFORMING	<ul style="list-style-type: none"> Shared responsibility Open expression Disagreement resolved promptly 	<ul style="list-style-type: none"> Commitment to overarching goal or purpose 	<ul style="list-style-type: none"> Rapid Direct 	<ul style="list-style-type: none"> By consensus Whatever it takes collectively or individually 	<ul style="list-style-type: none"> Leadership distributed among members according to expertise 	<ul style="list-style-type: none"> Solving problems Capable of mid-course corrections Create visible sub-goals Establish milestones for success <p>OUTCOME: Achievement</p>	<ul style="list-style-type: none"> Promote interdependence Manage stress Sustain momentum and enthusiasm Celebrate success & teamwork <p>OUTCOME: Pride</p>
NORMING	<ul style="list-style-type: none"> Dealing with differences Opening up true feelings Straight confrontation 	<ul style="list-style-type: none"> Working it through Agreed on by most 	<ul style="list-style-type: none"> Reasonably good Acceptance of different viewpoints 	<ul style="list-style-type: none"> Based on individual expertise Often by leader in consultation with team members 	<ul style="list-style-type: none"> General support Individual differences acknowledged 	<ul style="list-style-type: none"> Promote open communication Share decision making Giving up independence Willingness to take risks <p>OUTCOME: Involvement</p>	<ul style="list-style-type: none"> Feeling of closeness Collaboration Giving and receiving feedback Show vulnerabilities <p>OUTCOME: Mutual Support</p>
STORMING	<ul style="list-style-type: none"> Subgrouping Overt/covert criticism Disagreement between subgroups 	<ul style="list-style-type: none"> Misperceptions Up for grabs Fought over 	<ul style="list-style-type: none"> Similarities within subgroups not as great as perceived Suppression of conflict 	<ul style="list-style-type: none"> Fragmented Deadlocks To team leader by default, or Dominated by most powerful or loudest 	<ul style="list-style-type: none"> Power struggles Jockeying for position/control 	<ul style="list-style-type: none"> Let resistance emerge Acknowledge conflict Operationalize task Organize <p>OUTCOME: Clarification</p>	<ul style="list-style-type: none"> Listening, understanding others Work out differences Resolve conflict Empower team <p>OUTCOME: Belonging</p>
FORMING	<ul style="list-style-type: none"> Cautious Feelings suppressed Low conflict Few outbursts 	<ul style="list-style-type: none"> Low, fuzzy 	<ul style="list-style-type: none"> Intense listening Low disclosure 	<ul style="list-style-type: none"> Dominated by active members 	<ul style="list-style-type: none"> Accepted or tested by members, tentative 	<ul style="list-style-type: none"> Define purpose Assess readiness Set goals Define interface <p>OUTCOME: Commitment</p>	<ul style="list-style-type: none"> Get oriented Feel accepted Recognize individual strengths & weaknesses Membership-in/out, passive/active <p>OUTCOME: Inclusion</p>

Paired Discussion

Consider the stages of team development, readiness levels and leadership styles:

1. What stage is your team in?

What is their readiness level?

- ✓ Competence (Task)?

- ✓ Commitment (Relationship)?

2. What leadership style do they need from you?

- ✓ Directive behavior?

- ✓ Supportive behavior?

Develop Your Strategic Team Action Plan

- ✓ I will take the following actions in the next 30 days:

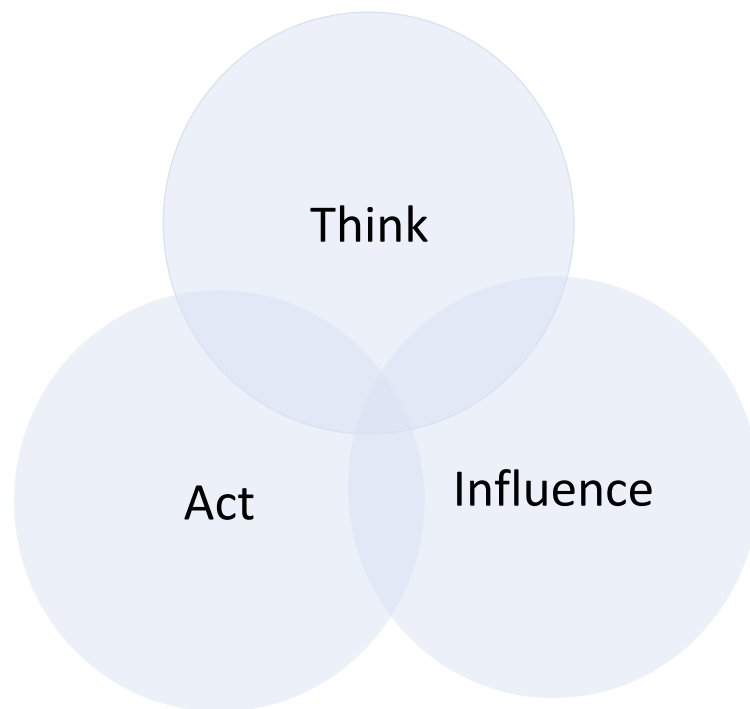
- ✓ I will take the following actions in the next 12 months:

- ✓ I will further develop my strategic teaming competencies on an ongoing basis by doing the following:

- ✓ I commit to _____ that I will follow up to review the progress on my action plan by _____.

Demonstrate Strategic Leadership

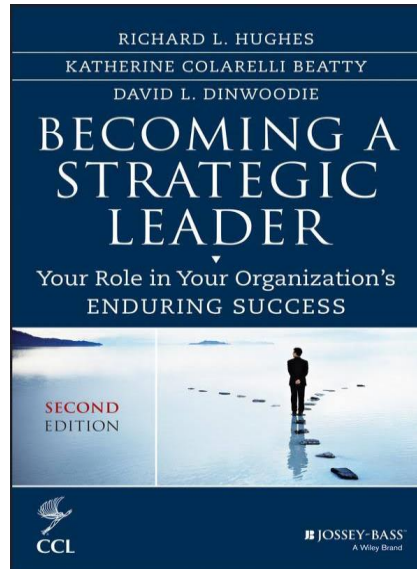
Strategic Leadership is when you **think, act, and influence** in ways that promote sustainable competitive advantage for your organization.



Please join us for our next luncheon program
on December 5th – **Developing Strategic Confidence!**

Watch for emails with details and register early!

Source: Richard L. Hughes, Katherine Colarelli Beatty and David L. Dinwoodie, "Becoming A Strategic Leader: Your Role in Your Organization's Enduring Success", Second Edition, ©John Wiley & Sons, Inc. (2014). A joint publication of The Jossey-Bass Business & Management Series and The Center for Creative Leadership



Endnotes

¹ Becoming a Strategic Leader, Figure 1.3, p. 42.

² Becoming a Strategic Leader, p. 123.

³ Becoming a Strategic Leader, Exhibit 3.1, p. 121-122.

⁴ Becoming a Strategic Leader, pp. 198-206.

⁵ The Wisdom of Teams, Katzenbach and Smith, p. 45.

⁶ The Five Dysfunctions of a Team, Patrick Lencioni

⁷ Developmental Sequence in Small Groups, Bruce Tuckman, 1965

⁸ Leadership and the One Minute Manager, Blanchard, Zigarmi and Zigarmi, 1985

⁹ Leadership and the One Minute Manager, Blanchard, Zigarmi and Zigarmi, 1985

¹⁰ Leadership and the One Minute Manager, Blanchard, Zigarmi and Zigarmi, 1985

¹¹ Leadership and the One Minute Manager, Blanchard, Zigarmi and Zigarmi, 1985