



Mark's top tips on being an inspiring senior leader

Build the right team

Often you have to work with an existing team, but you may have the opportunity to create new appointments or restructure. Whatever the case, make sure your team is built around full alignment with your organisation's mission, vision and values. Put in the legwork for you and everyone to get to know each other; warts and all



Identify what will make your team a high-performing one

A high-performing team as well as the right structure and governance, needs the right behaviours in place as well. Spend time finding out how your team works and what the team and individual development needs are. A 360° assessment can be a really helpful intervention here, as well as observations and shadowing from people external to the team

Develop the team and make it stick

Individual coaching based on the 360° feedback can be a really powerful tool. Encourage the team to agree a 'behavioural charter' that will guide interactions and how meetings are run. Review progress against this charter and seek feedback regularly to ensure the behaviours stick and become the norm

What's it all about?

Leadership is a big topic and there are literally thousands of books, web sites, self-assessment tools and training programmes to choose from. Here we'll focus on one important element of leadership – the ability to get the best out of your immediate team to ensure they operate as a high-performing team

Our philosophy on...

We share the belief of many leadership gurus that leadership isn't so much about your job title as about the way you behave. The leader of an executive or senior management team plays THE critical role in driving and role modelling the behaviours that will make the team a high-performing one



Who will benefit?

Anyone who already leads a senior team (or doesn't yet but one day wants to)

Books that will help:

Turn the Ship Around! by L. David Marquet - a true (and inspiring) story of turning followers into leaders aboard a nuclear submarine

The New Leaders: Transforming the Art of Leadership by Daniel Goleman - continuing with the exploration of emotional intelligence in the workplace, this book describes how leaders can develop their emotional intelligence and choose the right leadership approach every time

Will it Make the Boat go Faster by Ben Hunt-Davis and Harriet Beveridge - a book on team performance written by an Olympic gold medallist and an Oxford grad. business coach/stand-up comic...need we say more?

Visit these websites:

www.hbr.org - The Harvard Business Review always has some great articles

www.fortune.com - an online leadership community resource

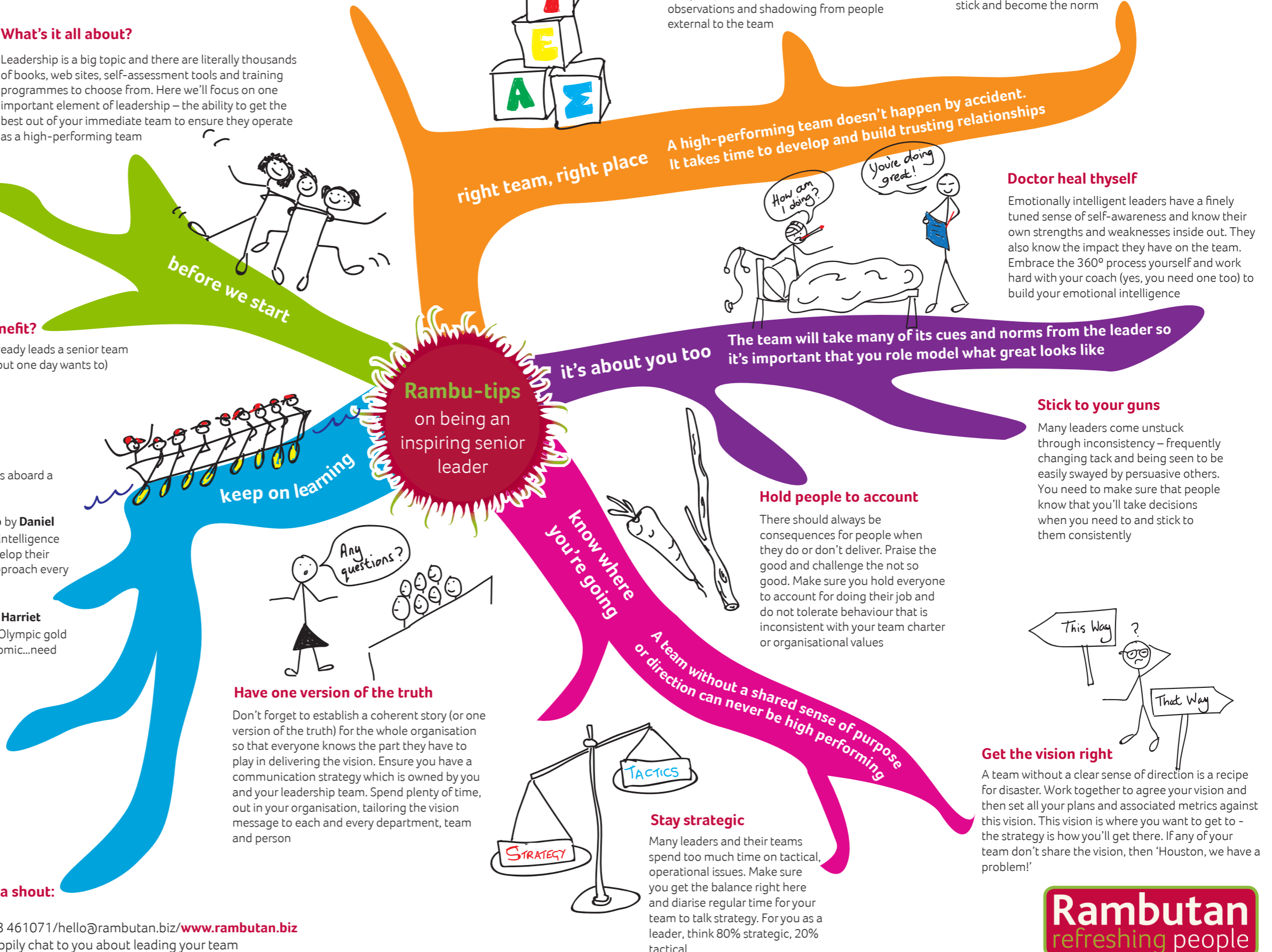
www.tablegroup.com - the place to find Patrick Lenconi's very cool and very cost effective team assessment tool that we've used with many of our clients



Or give us a shout:

+44 (0) 1858 461071/hello@rambutan.biz/www.rambutan.biz and we'll happily chat to you about leading your team

Rambu-tips on being an inspiring senior leader



right team, right place
A high-performing team doesn't happen by accident. It takes time to develop and build trusting relationships



Doctor heal thyself

Emotionally intelligent leaders have a finely tuned sense of self-awareness and know their own strengths and weaknesses inside out. They also know the impact they have on the team. Embrace the 360° process yourself and work hard with your coach (yes, you need one too) to build your emotional intelligence

it's about you too
The team will take many of its cues and norms from the leader so it's important that you role model what great looks like

Stick to your guns

Many leaders come unstuck through inconsistency – frequently changing tack and being seen to be easily swayed by persuasive others. You need to make sure that people know that you'll take decisions when you need to and stick to them consistently



Get the vision right

A team without a clear sense of direction is a recipe for disaster. Work together to agree your vision and then set all your plans and associated metrics against this vision. This vision is where you want to get to - the strategy is how you'll get there. If any of your team don't share the vision, then 'Houston, we have a problem!'

Hold people to account

There should always be consequences for people when they do or don't deliver. Praise the good and challenge the not so good. Make sure you hold everyone to account for doing their job and do not tolerate behaviour that is inconsistent with your team charter or organisational values



Stay strategic

Many leaders and their teams spend too much time on tactical, operational issues. Make sure you get the balance right here and diarise regular time for your team to talk strategy. For you as a leader, think 80% strategic, 20% tactical

