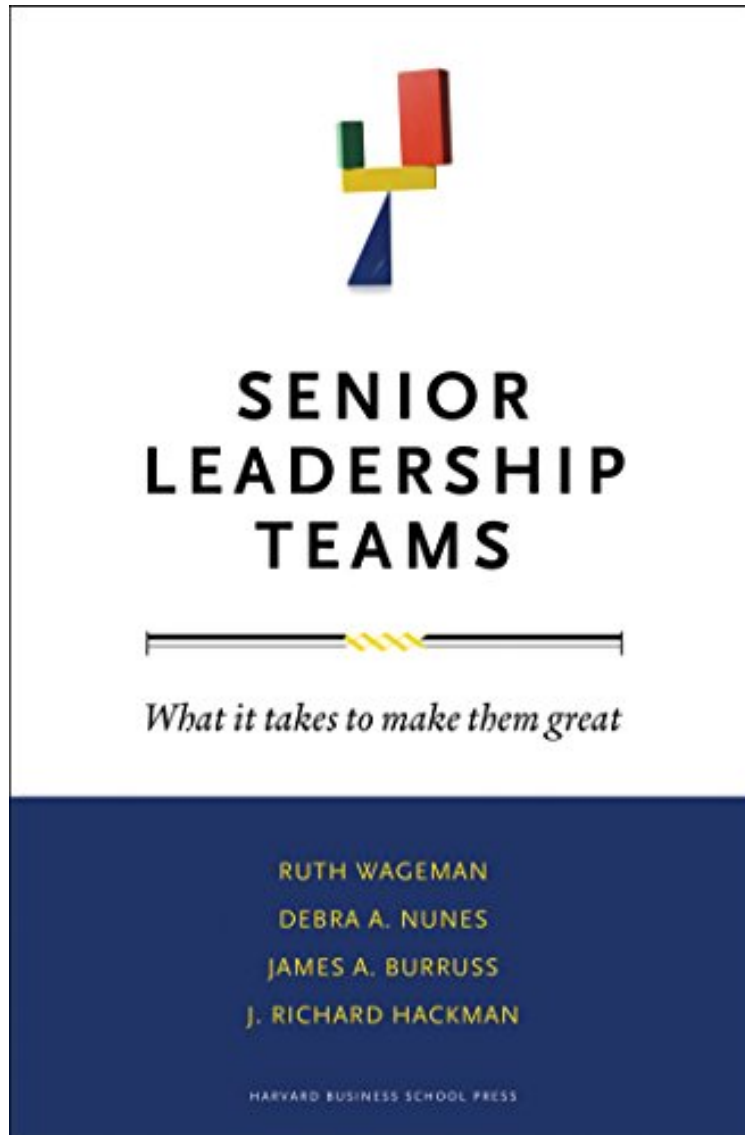


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Senior Leadership Teams: What It Takes to Make Them Great (Leadership for the Common Good)

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Ruth Wageman, Debra A. Nunes, James A. Burruss, J. Richard Hackman : Senior Leadership Teams: What It Takes to Make Them Great (Leadership for the Common Good) before purchasing it in order to gage whether or not it would be worth my time, and all praised Senior Leadership Teams: What It Takes to Make Them Great (Leadership for the Common Good):

8 of 8 people found the following review helpful. Developing Senior Leadership Team Effectiveness By Keith E. Webb Do we need another book on teams? This one is just enough different from the rest to make a significant contribution. The focus of this book is senior executives as a team. These highly skilled individuals have the dual responsibilities of managing their departments and the enterprise as a whole. The management function of senior executive teams often feel like a distraction from their "real work". Yet, senior executive teams can provide a key function that every organization desperately needs - leadership. Senior-level leadership is needed for high level strategy, cross-functional initiatives, building organizational capacity, capital acquisition, and enabling mission-critical performance. The four authors (two consultants and two academics) studied 120 senior executive teams to find out what made the difference between great senior teams and poor senior teams. They discovered six things. Three are essentials, no surprises here, concerning the design of the team: 1) They are real teams; 2) They have a compelling purpose; and 3) The right people are on the team. The chapters on each essential are insightful for the specific context - senior teams. Executives will find the examples and specific recommendations helpful because they are not generalized for all teams, but only senior teams. Senior leaders, the authors found, often do not have the necessary skills and experience in establishing the working conditions of an effective team. Teams will not automatically be high performing because of the individual abilities of the team members. Three enablers are: 1) Team structure; 2) a support context; and 3) Team coaching. The key is developing how the team works together. Teams require different processes, skills, and growth in their abilities to collaborate together effectively. With practical help and its specific context, Senior Leadership Teams, is well worth the read for both executives and coaches. 0 of 0 people found the following review helpful. THE SENIOR TEAM: THE REAL HERO, NOT THE CEO By Steve Gladis We often cast the CEO as a hero; singularly responsible for success or failure. On the other hand, research teaches us that great CEOs create the right conditions and assemble exceptional executive teams to do the heavy lifting. Harnessing a group of high-performing, often competitive executives, is not easy. Extensive research demonstrates the need for three essential conditions: 1. A real (not name-only), interdependent team; 2. Capable, critical-to-the-mission team members; 3. Compelling purpose. Moreover, after these essential conditions are met, three enabling conditions must also be present: 1. Solid team structure; 2. Supportive organizational context; 3. Team coaching. Here's a book every CEO should read. 13 of 13 people found the following review helpful. Excellent Resource for Leading (or Coaching) a Senior Team By Carole R. Callahan Written for leaders (and also coaches) of executive level teams, Senior Leadership Teams presents a framework of three essentials (a real team, a compelling purpose, the right people) and three enablers (structure, support, coaching) for developing a great senior team. Drawing from their research with 120 top teams and their collective consulting experience, the authors present numerous real-life examples and tools (questions and checklists) for developing these key elements and provide practical guidelines for using these elements as the basis for on-going coaching. The suggestions and processes for developing a compelling purpose and senior leadership team norms are especially useful in this regard. Additionally, the authors provide helpful (and motivating) advice for getting the right people on your team and the wrong people off. They demonstrate the criticality of such team member competencies as empathy and integrity if you are developing a team that is prepared to engage in the candid dialogue and tough debate that is required for enterprise-affecting decision-making. Also helpful are the guidelines for identifying and dealing with team derailers and the suggestions for on-boarding new senior leadership team members.

An organisation's fate hinges on its CEO; right? Not according to the authors of Senior Leadership Teams. They argue that in today's world of neck-snapping change, demands on leaders in top roles are rapidly outdistancing the capabilities of any one person - no matter how talented. Result? Chief executives are turning to their enterprise's senior leaders for help. Yet many CEOs stumble when creating a leadership team. One major challenge is that senior executives often focus more on their individual roles than on the top team's shared work. Without the CEO's careful attention to setting the team up correctly, these high-powered managers often have difficulty pulling together to move their organisation forward. Sometimes they don't even agree about what constitutes the right path forward. The authors explain how to determine whether your organisation needs a senior leadership team. Then, drawing on their study of 100+ top teams from around the world, they explain how to create a clear and compelling purpose for your team, get the right people on it, provide structure and support, and sharpen team members' competencies - and your own. Timely and practical, this book enables you to create and sustain a leadership team whose members learn from one another while collaborating to pursue your company's objectives.

About the Author Ruth Wageman is Edgar Pierce Professor of Social and Organizational Psychology at Harvard University and Director of Research for Hay Group. Debra Nunes and James Burruss are Vice Presidents at Hay Group's McClelland Institute for Research and Innovation. J. Richard Hackman is Professor of Social and Organizational Psychology at Harvard University.