Leadership is Not:

- Always knowing the right answer.
- Demonstrating to everyone you know exactly what to do in every situation.
- Controlling what other people do or say.
- Manipulating people into doing what you want them to do.
- About “the leader”.
- About the group.

So what **IS** Leadership about?

The Mission
The Goal
Tap into the assets/resources of your group to get:
- **Maximum Performance**
- **Best Response**
- **Highest Quality Output.**

Holding Environment
All the human sources of cohesion offset the forces of division and dissolution and provide a sort of containing vessel in which work can be done.

The Five Characteristics of High Performing Teams
- Trust
- Productive Conflict
- Commitment
- Accountability
- Attention to Results
The Five Characteristics of High Performing Teams

- Trust
- Productive Conflict
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Team Charter
(How will we work together?)

Trust
Who has authority to make what decisions? What decisions can individuals make? What decisions can be made by smaller work teams? What decisions do we make together?

Productive Conflict
What value do we place on conflict? How will we resolve conflict when it occurs?

Trust and Commitment
How will we know when we've achieved genuine agreement?

Commitment
How will we hold one another accountable?
Team Workplan

Four Questions:

• *What* outcomes are we looking for?
• *Who* will do *what*?
• *When* will they do it?
• *How* will we know when they’ve done it?
Team Workplan

Before we can decide who will do what, we need to know who we are.

- What are our strengths?
- What are our weaknesses?

Competence:

- Resilient individuals never minimize or deny their problems
- They are also able to identify their areas of competence or their strength
- This has two buoying effects:
  1) They become great sources of satisfaction and pride because we understand the unique contribution we can make.
  2) We gain great encouragement when others express appreciation for our contribution.

Who Are You?

The Authentic Leader:

- To be an Authentic Leader, you must lead out of who you are.
- To lead out of who you are, you must KNOW who you are (Self-Awareness).
How do you define yourself?
How do you define others?

- We define others in the same terms we define ourselves.
- Unable to define ourselves on a deep, authentic level, we resort to superficial criteria like credentials, titles, position, etc.
- The better we understand ourselves and our own strengths, the better we will be able to understand others.

Team Workplan

Four Questions:
- **What** outcomes are we looking for?
- **Who** will do **what**?

Accountability and Attention to Results
- **When** will they do it?
- **How** will we know when they’ve done it?

No plan is complete until everyone on the team can answer all four questions the same way.
The End Game

A Team Leader wants his team to:
1) Arrive at the best possible solution
2) Be completely aligned behind the solution
3) Be completely committed to its implementation.
4) The right people in the right places.

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Thank you!