

Encouraging Executive Effectiveness And Collaboration*

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I. Four Areas For Ongoing Development Attention

Job Performance

- Results most crucial to run and grow the business

Relationships

- Behaviors and contributions that solve for the company's needs, including peers' success

Management

- Development practices that enable one's reports to achieve extraordinary results

Innovation

- Contributions that solve important problems (e.g., best practices, tools, systems)

II. Review Process

On a regular basis (e.g., monthly or quarterly), establish and review a set of goals and plans to encourage the individual to make substantial progress in each of the priority areas.

III. Steps

1) For each area, supervisor and report independently write down:

- Most important issues to address in the next quarter
- Key goals to address those issues (3-5)
- Activities or tasks to achieve them

2) Review the report's document first. Supervisor/coach adds issues, goals and tasks to cover gaps, to boost rigor and/or to provide constructive feedback. The bulk of the conversation should emphasize WHAT the individual can/should do, and HOW to approach the various tasks in ways that increase prospects of success.

3) Surface and discuss any dilemmas or barriers that might prevent progress on goals or tasks. If the need is indicated, this might also include practicing or role-playing new behavior. An indicator of progress would be that the individual leaves the conversation feeling more confident, and has viable strategies and evidence of capability to achieve his/her goals.

**To be useful,
goals must
be:**
Specific
Measurable
Actionable
Realistic
Time-bounded

* Adapted from a presentation by William Campbell, Chairman of Intuit, on November 30, 2007 to The Alliance Of CEOs

4) From time to time, exploit strategic assignments. For example:

- One page paper describing where the business will be next year and the most significant contributions the individual will make to help realize that vision.
- Identify 3-5 other companies or organizations that have faced similar challenges and describe specifically how they succeeded or failed.
- Assign a sub-team of peers to address a particular challenge. Have them present to you (later, possibly to the team) their findings: what's important, how are we doing, priorities to improve, recommendations.

IV. The product of the ongoing review process/conversation is:

- Shared understanding about the executive's priorities for focus and attention, plus goals and tasks to increase both individual effectiveness and contributions that advance the organization as a whole.
- A document that serves as a basis for ongoing review (including a record of issues, goals and tasks for execution during the next period of time).