

Speed Reading – Develop The #One Team

High-performance organizations are led by high-performance teams.

High-performers apply the *Discipline of Investment* to develop their leaders into the #One Team in the industry. Fast Lane CEOs must shift their priority from building the business to developing the leadership team. Developing the #One Team in the industry will take an investment of both time and money, but it will yield an incredible return.

Jay Lorsch and Tom Tierney capture this thought well, “Outstanding firms are consistently able to identify, attract, and retain star performers; to get stars committed to the firm’s strategy; to manage stars across geographic distance, business lines, and generations; to govern and lead so that both the organization and the stars prosper and feel rewarded. These capabilities are what give great firms their competitive advantage.”

In high-performance organizations, the CEO sets the bar for development. The CEO’s unwavering commitment to developing the executives into the #One Team let’s everyone know that “we are in the people business.” They invest a significant percentage of their time developing, coaching, and aligning their leaders.

The rest of senior executives must also demonstrate this same level of commitment to developing the #One Team.

Many organizations use employee engagement surveys. Analysis of nationwide data revealed two critical insights.

First, while senior executives are the most engaged portion of the workforce, only 47% are “actively engaged.” Thus, half of the senior executives are not fully on-board. One key reason – no one cares about their development.

Second, engagement “leaks.” Employee engagement goes down as you move down in the organization. In fact, executive engagement levels are roughly double those of front line employees. Often, development investments are the first thing cut from the budget, which leads employees to conclude that they are unimportant.

In contrast, high performers are very intentional about development. They create an environment that attracts the very best people. They engage and inspire them to do their very best work. And they create a system that aligns the strengths of every person to accomplish extraordinary things.

Because you can’t win if you don’t have the #One Team.

Building the #One Team in your industry starts with the senior leaders. Jim Collins made “getting the right people on the bus” part of our lexicon. But the real issue is aligning all the bus drivers to work as One Team. Fragmentation and infighting among the leadership team is one of the most caustic problems an organization can face. Yet, it is far too common.

Teamwork, alignment, and trust start at the top. The organization is never more aligned than the leadership team. But addressing alignment issues will take courage. Skeletons will have to come out of the closet. Dysfunctional interpersonal relationships will need an intervention. Organizations will have to address the conflicts they have been avoiding. Someone will have to tell the emperor that he has no clothes.

High-performance organizations confront these issues. They apply the Discipline of Investment to build their leaders into the #One Team in the industry, and they have the trophies to show for it.

Decide One Thing. Drive One Direction. Develop the #One Team. Deliver Every Time. That’s the Dashboard Way.
