

MEMORANDUM

To: [REDACTED] Executive Leadership Team
From: Mark Light
Re: [REDACTED] ELT August 22 Meeting Summary
Date: September 5, 2017



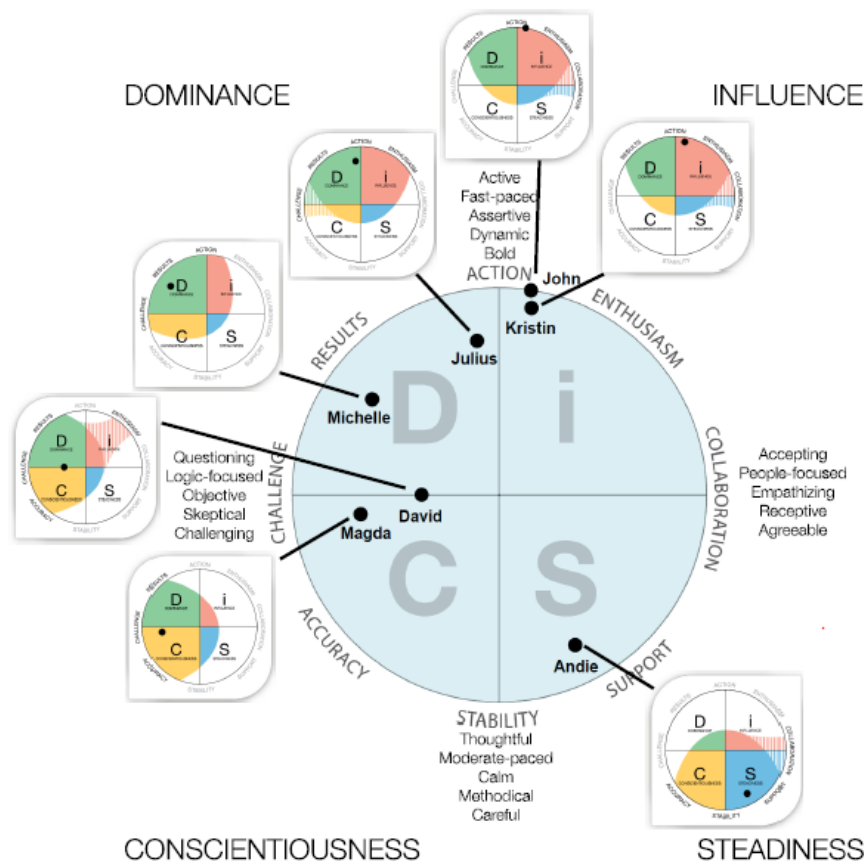
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The purpose of this memorandum is to summarize the August 22 team meeting, which had two parts. The first part focused on articulating the ELT’s culture – “How we do things around here” – and consider how the ELT might better interact with the larger [REDACTED] organization. The second part dealt with specific improvement opportunities from the ELT Capacity Assessment.

ELT Culture

Understanding the ELT culture began with self-reflection using DiSC profiles. Though there appear to be three distinct DiSC groupings within the ELT, the DiSC generally suggests a culture that enthusiastically drives for results:



For the complete DiSC Summary including short profiles of each team member’s motivators and stressors, [click here](#).

After the DiSC review, the ELT generated ideas to describe overall culture, which I then affinity-grouped the ideas and tentatively named the groupings, which I show below in alphabetical order:

Ideas	Summary
motivated, action oriented, achievement oriented, don't listen, fast talkers, value individual contributions	Action-Oriented
say it with enthusiasm, bold, passionate, intense, assertive, dominance, passionate, bring it	Bold
uniquely qualified, competent	Competent
put things in worst case, how to mitigate worst case, well formulated plan, data/info, mission focused	Fact-Based

Based upon this description of the ELT culture, the team explored how to better interact with outsiders and generated three possible tactics:

Ideas	Summary
look at differences as opportunities, see what my role is, inherent tension between fast and slow	Get Centered
intentional about emotional needs of staff	Pay Attention
slow down a little to get higher quality, desire to slow down the process, more patient, value staff by stepping back, taking criticism less personally, allowing for interaction, challenging to get other styles on board, have development form, delegate	Slow Down

ELT Capacity Assessment

The second part of the two-hour meeting focused on the team capacity assessment (see appendix) to identify improvement possibilities. The ELT began with the "ah-has" and observed that the team is stronger overall than the norm group, which the assessment counterbalanced with the below-the-norm statement 17 (We are respectful: treating people with dignity and fairness):

Ideas	Summary
collaborative climate, expected us to be higher and we were, not always that mom and dad argue	Doing Good
biggest delta with norm group is respectful #17	More Respect
#18 is an issue (Our standards of performance are clearly and concretely articulated)	Unclear Standards

The next step was to search for improvement opportunities. Although there were six possibilities identified, team members seemed to feel strongly about improving the communication systems:

Ideas	Summary
communication system tools, more intentional about the communication systems statement #4	Communication Systems
clarity around feedback, follow through, monitoring for completion	Follow Through
clear structure, clear goals, what is the ELT role, roles (2 mentions)	Role Clarity
how to use yearly ELT time, have an agenda prepped three days before to prepare for the meeting, rubric for what comes to the agenda and why	Timely Agenda
how to plan, steps, better project management, more time for planning, time management tools	Train to Plan
what we bring and don't bring, feeling valued, building trust	Trust Building

For the full ELT Capacity Assessment including all comments, [click here](#).

Next Steps

It seems reasonable to suggest the ELT review this summary and make some decisions (or reconfirm decisions made) about which of the opportunities for improving the ELT is deserving of attention. Once decided, being clear about “who will do what when” will matter.

As the late Fritz Pearls said, “Self-awareness is curative.” Perhaps the meeting two weeks ago will have a halo effect. That said, choosing one or two opportunities may go a long way to add even more value.

Appendix A: ■ ELT Capacity Assessment

	■	Norm
A Clear, Elevating Goal		
1. We have a clear understanding of the mission and goals.	3.7	2.8
2. We view our mission and goals as important or worthwhile.	3.8	3.4
Average	3.7	3.1
A Results Driven Structure		
3. We have clear roles and accountabilities.	2.8	2.3
4. We have an effective communication system where credible information is easily accessible to all our ELT members.	2.2	2.5
5. We have an effective communication system where opportunities exist for team members to raise issues not on the formal agenda.	3.0	2.6
6. We have an effective communication system to document issues raised and decisions made.	2.8	2.8
7. We monitor Individual performance and provide feedback.	2.5	1.8
8. We make decisions based on sound facts and interpreted without the harness of predisposition.	2.8	2.8
Average	2.7	2.5
Competent Team Members		
9. We possess the relevant skills, abilities, and knowledge.	3.8	2.9
10. We possess a strong desire to make a meaningful difference to the cause.	4.0	3.4
11. We are capable of working well with each other.	3.3	3.2
Average	3.7	3.1
Unified Commitment		
12. We make serious individual investments of time and energy.	4.0	2.6
13. We do not pursue individual objectives at the expense of the cause.	3.5	3.2
Average	3.7	2.9
A Collaborative Climate		
14. We have a climate of honesty – integrity, no lies, and no exaggerations.	3.5	3.3
15. We are open: a willingness to share, a receptivity to information, perceptions, ideas.	2.8	3.1
16. We are consistent: predictable behavior and responses.	2.7	2.9
17. We are respectful: treating people with dignity and fairness.	2.8	3.4
Average	3.0	3.2
Standards of Excellence		
18. Our standards of performance are clearly and concretely articulated.	3.0	2.3
19. Individual members require one another to conform to the established standards.	2.2	2.3
20. We exert pressure to make changes that constantly improve our standards.	2.7	2.3
Average	2.7	2.3
External Support and Recognition		
21. We celebrate our successes and have the tools we need to do our jobs.	Average	3.1 3.0
Principled Leadership		
22. We keep the vision of the future alive and in mind.	3.5	2.8
23. We inspire our ELT to make changes when needed.	3.0	2.7
24. We unleash the energy and talents of our ELT members.	3.3	2.4
25. We suppress our individual egos on behalf of all of our ELT members.	2.8	3.0
Average	3.2	2.7
		Average 77.1 68.7

Adapted by Mark Light from Larson, C. E., & LaFasto, F. M. J. (1989).
Teamwork: What must go right, what can go wrong. Newbury Park, CA: Sage.