

Leadership Teams that LEAD



You want your team to be more than the sum of its individual parts. You want to go from silos to true enterprise leadership. You want to be partners in steering the organization to meaningful wins...But how do you make that happen?

What if your team was already capable, but there was just something in the way?

Before you add more to your plate, consider getting rid of what's *really* holding you back.

Changing results means changing behaviors. Changing behaviors means letting go of the thinking patterns that have been keeping us safe, but stuck.

Teams that regularly do this 4 question exercise unlock vast potential. It's worth a shot.

4 Questions for Your Leadership Team

Below is a guide to work through four simple questions to unlock results for a leadership team (followed by an example from a real life leadership team). This exercise is beneficial for teams at every level of an organization.

Here are some tips if you want to explore this with your team:

- Schedule a **FREE 1:1 consultation** with me to prepare yourself to work this with your team. Talking through your own perspective first makes a huge impact on the team experience.
- Get ready to model taking “100% responsibility” for your past and future contributions to the team (Check out this 5 min [video](#) for more on the concept).
 - Too often, we focus on what other people should be doing differently...but focusing on *your* role in creating the current reality opens the door to your power to shape the future. If one person is willing to step up and model this leadership move, others are more likely to join.
- Block at least 1-2 hours of team time for this exercise.

Your Team: Map the Present Reality

Prompt	Examples from Other Teams	Your Team
<p>RESULTS What's not turning out the way we want?</p>	<ul style="list-style-type: none"> ● Decisions take too long ● We're not aligned on priorities ● We don't follow through ● We're stuck in our silos ● We don't speak honestly with each other ● No one seems clear on what success looks like ● We avoid hard conversations ● We keep rehashing the same issues ● We move too slow for what the work requires ● Our meetings are performative, not useful ● We keep hitting the same walls ● Our people are burning out ● Growth has stalled ● Initiatives start strong but fizzle 	
<p>BEHAVIORS What are we <i>doing</i> in this reality? What would a camera record of our working patterns?</p>	<ul style="list-style-type: none"> ● We wait for the leader to decide ● We talk around issues, not through them ● We say 'that's not my lane' ● We give updates without real transparency ● We talk a lot, but don't decide ● We sugarcoat feedback ● We stay quiet when things feel tense ● We avoid naming misalignment ● We meet a lot but resolve little ● We don't ask each other questions ● We rely on hallway conversations instead of clear agreements ● We act busy but don't move the work 	
<p>THINKING What thoughts or assumptions are driving our behaviors?</p>	<ul style="list-style-type: none"> ● It's safer to stay in my lane ● If I speak up, I'll be criticized ● People don't really want feedback ● It's better to say nothing than cause tension ● I'm not sure I belong in this room ● The leader already knows what they want ● Disagreement = disloyalty 	

- Nothing's going to change anyway
- I'll be blamed if something goes wrong
- We don't trust each other to follow through
- Being honest will make things worse
- I don't want to look like I'm struggling
- If I don't push, nothing will get done
- Slowness = incompetence
- Other people aren't thinking at the same level I am
- Conflict wastes time
- I know what the right call is—debating it will only muddy things
- If I show uncertainty, I'll lose respect
- We don't have time to build consensus
- I need to stay in control
- I'm protecting the team by keeping things on track
- My urgency = accountability
- If I don't control a decision or process, people will drop the ball

MY ROLE
How am I personally contributing to these patterns?

Your Team: Flip the Future

Prompt	Examples from Other Teams	Your Team
<p>RESULTS What do we want to be true in the future?</p>	<ul style="list-style-type: none"> ● We make decisions together and follow through on those choices ● Everyone feels clear on what we're working toward ● The team environment is energizing and supportive ● We move at a pace that matches the urgency of the work ● People are accountable and proud of their contributions ● We surface and resolve tensions instead of avoiding them ● Our meetings feel focused and purposeful ● We trust each other's judgment and intentions ● We feel like one unified leadership team ● Strategic direction is co-owned, not dictated ● There's a sense of forward momentum and shared purpose ● We solve hard problems together, not alone 	
<p>BEHAVIORS What will we do to make this future happen?</p>	<ul style="list-style-type: none"> ● We bring meaningful updates, not just status reports ● We don't skip weekly meetings for a crisis - we reschedule if we need to ● We ask each other for advice ● We name misalignment when we see it ● We follow through on what we commit to ● We collaborate across roles without waiting for permission ● We engage fully in meetings and decision-making ● We initiate strategic conversations, not just operational ones ● We share what's not working in real time ● We make decisions transparently, with input from others 	

	<ul style="list-style-type: none"> ● We create space for all voices, not just the loudest ● We seek clarity, not just consensus 	
<p>THINKING What will fuel these future behaviors?</p>	<ul style="list-style-type: none"> ● We trust that we're on the same team ● It's okay to not have all the answers right away ● Debate strengthens the outcome and shows respect for each other ● The best idea can come from anyone ● I am responsible for how I show up ● Getting input from others doesn't have to slow us down ● We can change course without losing credibility ● We don't need permission to lead 	
<p>MY ROLE (FUTURE) What is the greatest contribution YOU will make to the team's future?</p>		

Example Team Response: Map the Present Reality

RESULTS	BEHAVIORS	THINKING	MY PERSONAL ROLE
Our cross-functional priorities stall until the team leader steps in to push it forward.	<ul style="list-style-type: none"> • We cancel weekly meetings if the team leader isn't there • We don't share meaningful updates on projects - just the bare minimum • We <i>never</i> ask for advice 	<ul style="list-style-type: none"> • We don't trust each other • We worry teammates will undermine us and make us look incompetent - or that'll be what they tell other people • We don't want to step on each other's toes, so only do what's clearly in our silo 	<ul style="list-style-type: none"> • I avoid two teammates in particular, because they have more front line experience and I assume they dismiss my ideas as impractical

Example Team Response: Flip the Future

RESULTS	BEHAVIORS	THINKING	MY PERSONAL ROLE
We accomplish all our cross-functional goals this quarter without waiting for direction	<ul style="list-style-type: none"> • Keep weekly meetings even if leader is out • We will share real updates in weekly meetings • We will ask for advice on projects at least 1x/week • We bring blockers to the team instead of trying to solve everything alone • We clarify who owns what—and escalate only when needed 	<ul style="list-style-type: none"> • We believe that open updates and questions strengthen the work • We know that working as a team makes us faster, not slower • We understand that surfacing tension is part of leadership • We assume good intent—even when there's disagreement 	<ul style="list-style-type: none"> • I'll stop avoiding those two teammates and instead proactively ask for their input • I'll be the first to offer a real update—even if it's messy • I'll stay committed to the team's agreements—even when no one's watching