



CHECKLIST | for Executive Team Alignment

While successfully managing a team, department or division requires talent and know-how, there's a new level of complexity that arises at the executive team level. Changes in focus and perspective are required that aren't always easy to achieve.

How can you be sure that each member of your senior team understands this and is on the same page? The checklist below will show you how. Share it with your team today!

As members of the executive leadership team, we ask that you follow these governing principles:

1



CHECK YOUR HAT AT THE DOOR.

In executive session, you're not there to manage your department, you're there to manage this business.

This means in management team meetings, you will check your functional hat at the door. We may ask you to put it on again if there are specific decisions to be made about which we need your subject matter expertise, or special insights that you can give us because of your functional knowledge, but only as needed.

As part of this commitment, everyone on the team (including you) will:



Contribute to everything we discuss, not just those matters that fall into your functional ambit.



Help us reach decisions that are for the better good of the organization as a whole, not just 'good for you'; and



Understand that the team will not react positively to contributions that are either self-serving or defensive regarding the contributor's specific functional area.

2



THINK LATERALLY, NOT VERTICALLY.

Previously, your key relationships in the organization were vertical: upward to your manager, and downward to your direct reports. As a member of the executive team, your key relationships have shifted from vertical to horizontal.



This means:



Your first and overriding commitment is to your peers – the other members of the executive team – not to your functional group.



When conflicts between what is good for your team and what is good for the business as a whole occur, your commitment must be to the organization as a whole – represented by your executive team members.



This doesn't mean that you can no longer be loyal to your functional group (so long as it's not self-serving or defensive). Rather it means you've added to it another layer of commitment: to the members of the executive team.

3



BRING A DOLLAR BILL.

We practice what we call 'dollar bill management'. We begin by discussing issues – often intensely – and each say our piece. We express what is on our minds (courteously and civilly). We challenge each other and our ideas. Sometimes it gets heated. But by the time we finish talking, and we proceed to make a decision, the dynamic changes: When a decision is made, we all uphold it, 100%. We stand united together so closely that no one should be able to get even a dollar bill between us.

This means:



You don't get to second-guess executive team decisions. There's no coming into someone's office after a meeting and picking apart a decision that's been made. There's also no complaining about a decision to anyone outside the executive team meeting.



You don't get to obstruct, ignore, sandbag or avoid implementing any decisions or their implications or consequences.



You do get to be a role model in implementing agreed-upon decisions – swiftly, fully and with enthusiasm, whatever your stance was when the decision was being debated.

This doesn't mean that the executive team is infallible. Sometimes a decision proves to have been the wrong one. When that happens, any executive team member can bring evidence that a decision needs to be re-thought – but only after an agreed period of supportive compliance, and only in a scheduled session.

Align Your Executive Team for Success with the Acceleration Program!

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