

Executive Event

Leader Speaks Guidelines

Leader acting in role, stepped-up from within the team

This is a list of topics you might want to include in your Leader Speaks. It is not the intention that you should include every one of these nor is the list comprehensive. This is simply a set of best-practice headings that we have picked up from watching many leaders and teams in many different situations and organisations.

- (1) Start by explaining the areas you are going to cover
- (2) Key things you want from the event
- (3) A reminder about the circumstances that have led you to be acting in the role, any other consequences or knock-on effects, especially with your substantive position, and what is likely to happen next
- (4) What you've spent your first weeks/months doing
- (5) How you think the organisation is doing and what is going on in the broader organisational context: Socially, politically, environmentally, technologically, markets
- (6) Key issues facing the organisation - priorities, challenges, opportunities, threats
- (7) What your boss/the Board has asked you to focus on
- (8) Where the organisation/team is on the Sigmoid Curve. Your thoughts on maintaining or changing the direction. What's next for the strategies. What's on the Annual Plan and any immediate changes. Priorities for the next x weeks/months.
- (9) Acknowledge the achievements of your predecessor. Say what your approach to 'keeping the seat warm' will be. This might vary from caretaking to driving forward radical change.
- (10) Initial observations on leading, as opposed to being a part of, the team including any changes in perspective
- (11) Areas and people you need to get to know better
- (12) How you lead, your style, leadership and communication preferences, focusing in particular on differences between you and your predecessor
- (13) How you'd like the team to work together and how you intend to develop the Corporate Brain, recognising that there may well be further changes ahead.
- (14) How you want leaders in your team to lead their own teams and the organisation as a whole. Be as specific as possible.
- (15) What's going to change and what's going to stay the same. Include your plans for the meeting structure, Executive Events/Team Events, working with the Next Tier Down
- (16) What you are excited about
- (17) Any other messages you want to get across
- (18) Finish by recapping what you have covered

Notes A Leader Speaks always has far more impact if key points are presented on flipchart
Do not use PowerPoint
Refer to The Complete Guide to Leadership for further tips
The session is followed by Reflections to generate feedback and questions

Time As long as you need to get the job done but ideally no more than 45 minutes