

Contents

Acknowledgments	vii
Introduction	ix
About This Guidebook.....	x
What Makes These Findings Valid.....	x
Using This Guidebook.....	xi
A Word About Terminology.....	xii
I. Driving Performance	1
Chapter 1: Using Vision to Drive Performance	3
Organizational Vision.....	4
Vision or Mission?.....	4
Creating a Shared Organizational Vision.....	4
Creating a Dynamic Vision.....	5
Linking Personal Visions to the Organizational Vision.....	6
Visualizing Success.....	8
Creating a Shared Vision of Leadership.....	8
Chapter 2: Setting Hard Targets	17
Setting Specific and Measurable Targets.....	17
Setting Stretch Targets.....	18
Stretching the Leadership Team.....	20
Chapter 3: Creating a Culture of Commitment and Personal Accountability	29
Building Individual Commitment and Personal Accountability.....	29
Managing the Work Environment.....	32
Setting Priorities.....	32
Managing Behaviors.....	32
Building Trust.....	33
Leadership Team Commitment and Personal Accountability.....	35
II. Building Harmony	43
Chapter 4: Creating a Climate for Harmony	45
Creating a High-Impact Organizational Climate.....	46
Using Leadership Styles Effectively.....	50
Matching the Style to the Situation.....	50
Balancing Multiple Styles to Create a High-Impact Climate.....	50

Chapter 5: Working Collaboratively	61
Collaboration in the Organization.....	62
Collaboration in the Leadership Team.....	64
Managing Conflict.....	67
Managing Your Conflict Style.....	67
Managing the Conflict Process.....	68
Managing Obstacles to Constructive Conflict.....	69
 Chapter 6: Building Trust Through Communication	 77
High-Trust Communication.....	77
Active Listening.....	78
Using Questions to Create a Shared Framework.....	79
Informal Communication.....	80
Behaviors That Promote Trust.....	82
 III. Achieving Alignment	 91
Creating Alignment.....	91
Developing Leaders.....	92
 Chapter 7: Leading With One Voice	 93
Aligning Systems.....	94
Aligning Communications.....	96
Alignment With the Vision.....	96
Alignment With the Climate.....	97
Aligning the Leadership Team.....	97
Independence vs. Interdependence.....	98
Leadership Team Decisions.....	99
 Chapter 8: Developing the Leadership Team	 107
Understanding Performance Blocks.....	107
Differentiating Between Capacity/Attitude and Knowledge/Skill.....	108
Readiness for Development.....	109
Creating the Right Development Experience.....	109
Professional Development Content.....	110
Selecting the Best Resource.....	110
Developing the Leadership Team.....	111
Action Learning.....	111
Team Coaching.....	112
 Chapter 9: Executive Coaching	 121
Executive Overview.....	122
The Drivers: Why Corporations Use Executive Coaching.....	122
The Levers: Choices Regarding Executive Coaching That Improve Its Effectiveness.....	124
The Industry.....	126
Summary.....	126
Managerial Courage.....	127
The Benefits of Coaching-Leaders.....	127
The Benefits of Coaching-Specialists.....	128
Absence of Coaching-Leaders and Growth of the Coaching-Specialist Industry.....	129
Explanations.....	130
Blended Approaches.....	132
Summary.....	133

Isolation.....	135
Reasons Cited for Executive Isolation.....	135
Executive Coaching Can Reduce the Impact of Isolation.....	138
Using the Levers in This Report to Limit Isolation.....	138
Summary.....	139
Conclusion.....	141
Appendix: The Research Process.....	143