



Uncommon Leadership Road Map

A guide for building alignment and accountability for organizational success

Vision - Strategy - Implementation

Instructions:

Take each functional area / key business activity through the guide to gain:

- Clarity of vision and organizational alignment
- Success metrics against which progress can be measured
- Visibility into unintended consequences of decisions
- Feasibility check in terms of milestones, deadlines and resources
- Agreement on, commitment to and accountability for success.

This guide can be used to envision, plan and implement projects both large and small. They can be used to manage up, manage down or be used as a project collaboration guide to ensure everyone is on the same page.

The roadmap can also be used to explore “what if” scenarios. For instance, you could take each one of the following - or other - goals through the roadmap to fully investigate the impact of a variety of paths for your organization.

1. Overall Organizational Strategy (ie entering a new market or growth goals)
2. Culture (ie building a diverse and inclusive organization)
3. Human Resources (ie Aligning HR strategy with organizational vision)

What's Your Vision for _____?

1. What is your vision?

2. What, specifically, is different? What do you and/or others see that is different now that it is accomplished?

3. Why is this vision important?

4. How will this path impact you and others? Brainstorm both intended/positive and potentially unintended/negative impacts.

5. By when will you achieve this vision?

Reflect on your work so far:

What do you like most about what you've written?

What do like least? / What concerns do you have?

How do you feel about your vision?

What questions do you have for your coaching session?

What's Your Strategy for _____?

This worksheet helps you see, realistically, what it will take to move from where you are to where you want to be.

1. Vision Achievement Date _____

Success Metrics - What, specifically, is (observably, tangibly) different now that you have achieved your vision? (Transfer from earlier worksheet)

2. Halfway Date _____

Success Metrics - What, specifically, (observably, tangibly) needs to be different at halfway to your vision if you are to stay on track?

3. Quarterway Date _____

Success Metrics - What, specifically, (observably, tangibly) needs to be different a quarterway to your vision if you are to stay on track?

4. Planning - Given the quarterway success metrics, what needs to happen/be accounted for in the current planning period / budgeting cycle in order to get and stay on the path to success?

Step 1 Identify investments, resources needed

Step 2 Identify activities, expenditures, resources no longer needed / requiring phase out / causing distraction from new vision.

5. Planning for Impact - How will executing on this plan impact you and others and what do you need to put in place to ensure success?

Step 1 Brainstorm both intended/positive and unintended/negative impacts.

Step 2 Given the impacts, consider what is needed to ensure success.

6. Planning for Success - Given the above impacts and success factors, what else needs to be considered?

Step 1 Feasibility of vision given the costs and benefits. Adjustments needed?

Step 2 Consequences - both organizational and individual - of achieving and not achieving documented milestone success metrics. Can we live with them?

Step 3 Commitment to goals from all responsible parties. Can that be secured?

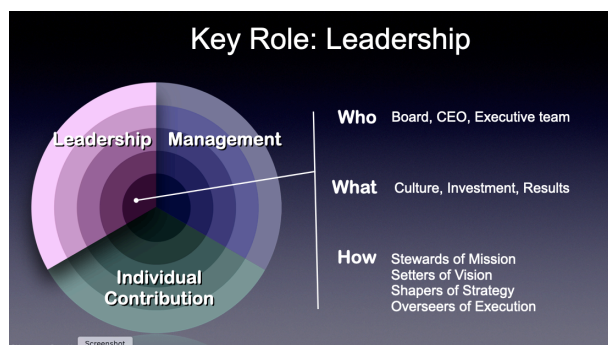
Step 4 Communication to all directly and indirectly impacted to gain necessary support. By when?

What questions do you have for your coaching session?

Executing on the Plan Leadership Accountability

This sample worksheet for leadership accountability helps you clarify roles and communicate expectations so that all parties can move forward on the same page.

1. Confirm the goals, measurable outcomes, milestones and consequences of exceeding, meeting or missing expectations for all leaders including for the Board of Directors, the CEO and the executive/leadership team(s).
2. Engage each individual leader in a personal conversation regarding the expectations for their specific role with respect to their responsibility for expressly supporting and directing culture, investments and results as outlined in the vision.
3. Communicate the connection between each individual leader's success (compensation / opportunity / commendation) and their performance in terms of Stewardship of Mission; Setting of Vision; Shaping of Strategy; and Overseeing Execution



4. What, specifically, is (observable, tangible) evidence that the leader is performing to expectations at the quarterway, halfway and vision achievement marks? Include *what* is delivered, by *when* and *how*.

Whoa...remember to slow down in order to go fast. Before communicating, consider:

5. What impact might these expectations have on the leader and the organization and what do you need to put in place to ensure success?
6. Given what's needed, what else needs to be considered? Do you have the right team? Skill sets? Resources? Adjust if necessary.
7. Communicate to the organization who is responsible for what and by when. Hold leaders accountable for these responsibilities.

What questions do you have for your coaching session?