



# Leading an all-star top team

From 6.00pm on Monday, September 23rd 2019  
until 3.30pm on Tuesday 24th

**Background Note and Agenda for our 38th Leadership Conversation**

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Society of Leadership Fellows, St George's House, Windsor Castle

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*If you want to  
go fast, go alone.*

*If you want to  
go far, go together.*

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**African Proverb**



# 38

## **Our 38th Leadership Conversation is designed for:**

**Chief Executives and Executive Directors keen to improve the overall performance of the team that you lead.**

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### **In this Conversation we will:**

- Be **HONEST** with each other about where our team disappoints us
- **COMPARE** the answers that we come up with
- Let ourselves become **MORE AMBITIOUS** on behalf of our team
- Step up to **OUR RESPONSIBILITIES** as leaders for achieving these ambitions and creating...

**an all-star top team.**

## Monday evening, September 23rd

### *Vicars' Hall, 6.00 – 7.40pm*

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After introductions we break into small standing groups for 15 minutes and share our answers to the question:

**What are the three aspects of your team's performance that concern you the most?**

**For example:**

- Do you find that RIVALRY between team members gets in the way of them supporting each other more?
- Do your team members see themselves as SILO LEADERS rather than part of one integrated team?
- Do team members tell you when they fail to hit their targets – or do they LOOK THE OTHER WAY?
- Do team members share responsibility for performance at team meetings or do they just SPEAK TO THEIR OWN SPECIFIC CONCERN?

**Back again as one group, we share our personal answers – and in the process, identify the main concerns shared among us as a group.**

**One specific challenge**

Before we leave the Vicars' Hall we will agree on one specific challenge to explore over a working dinner in the House.

We will also identify a Leadership Fellow to facilitate the discussion at each table, to help us keep on track and **move forward in our thinking.**

## Monday evening, September 23rd

### St George's House Dining Room, 8.15 – 9.30pm

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As we explore this challenge over dinner, we will try to avoid one single solution.

We hope that at each table we will consider two or three different ideas that individuals come up with as ways of helping you tackle this specific challenge with your own team.

#### **Which idea excites you the most?**

Then over the dessert course your facilitator will ask which idea excites you the most – and has the greatest potential for helping your team to let go of the “bad habit” that has been getting in your way.

We hope that the person championing that specific idea will agree to share it with us the next morning – as their personal idea, and not that of their table.

Then after dinner they have time to make the idea even better and more razor-sharp, ready to blow us all away the next morning!

***Thought of it over dinner***

***Sharpened it up in the bar***

***Refreshed it in the shower***

***Tested it out at breakfast***

***Ready to serve it up in  
the Vicars' Hall***



## Tuesday, September 24th

### Vicars' Hall, 8.45am to 12.30pm

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We start with your personal ideas and extract from them some benefits for us all.

We ask whether we've gone as far as we can for the moment in tackling our Number One concern.

If we can push ourselves harder, we do so, going into another round of small groups for 15 minutes to inspire ourselves afresh.

If we've made some real progress, we select another key concern, sharpen up the challenge, and break into small groups.

#### **In and out of small groups**

Throughout the morning we move in and out of small groups, with different Leadership Fellows each time.

As we go through the morning we flag up fresh ideas.

We accept that if we can't answer a concern of ours we might need to come back to it after lunch to make sure that we maintain a sense of pace.



**Keeping focused**  
**Maintaining pace**  
**Developing fresh ideas**  
**Dealing with "difficult stuff"**

## Working groups over lunch, Vicars' Hall, 12.30 to 1.15pm

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A few minutes before 12.30 we break into new groups of four or five, for a working lunch in the Vicars' Hall.

At around 12.20 we will fine-tune the challenge that we set ourselves, so we are just offering our thoughts now about what it might be!

As before, we will identify a Leadership Fellow to facilitate the discussion at each table and ensure that we keep focused.

### Over lunch we will explore two key questions:

- 1** What is our most positive personal take-away from this morning's discussions that we can draw on to improve our leadership of our team/s?
- 2** What is the most challenging issue where we need another burst of energy to help us move forward in our thinking?

The answers that we bring back after our team photo on the West Steps of the Chapel at 1.15pm will have a major impact on how we spend our time between now and our finish time of 3.30.



## Refocusing on top challenges yet to be resolved – and capturing key insights from others

*Vicars' Hall, 1.20 to 3.30pm*

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Back in one circle, we hear your take-aways from the morning's discussions and the most challenging issue where we need to push ourselves harder to come up with some fresh insights.

After a max of 30 minutes we break for another round of small groups to engage with the one or two issues where we need some more in-depth creative thinking from all of us.

Back from groups we hear how you have moved forward in your thinking, capturing key breakthroughs as we go.

### **We then prepare for our final round of small groups:**

- What is the one most useful insight that you take from another Leadership Fellow today, and how might you customise it to make it work for you?
- Can you please stretch this idea in some way to offer something extra back to the rest of us?

When we are really there for each other, the take-aways are immensely powerful - as you will find out!





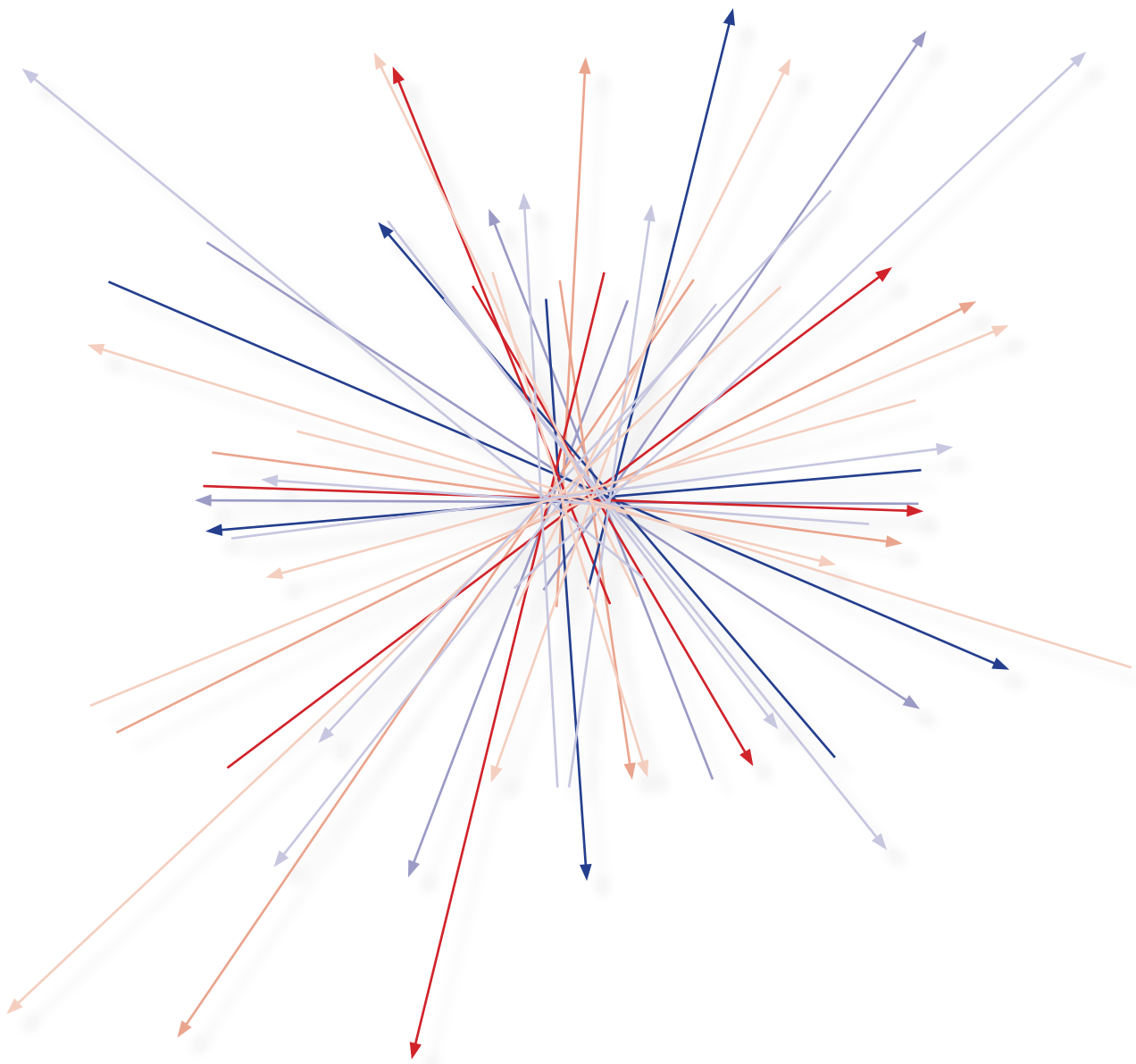
# Key timings

## Monday, September 23rd 2019

<b>2.30pm+</b>	You are welcome to check into your room in St George's House
<b>4.30pm</b>	Tea in the House for those joining Evensong in the Chapel
<b>5.05pm</b>	Evensong ( <i>optional</i> )
<b>5.50pm</b>	<i>Vicars' Hall.</i> Refreshments, then start of the Conversation at 6.00pm
<b>7.40pm</b>	Free time/ drinks in the Sitting Room of St George's House
<b>8.15pm</b>	Dinner is served in the dining room in the House
<b>9.30pm</b>	We go through to the Sitting room for tea/coffee with port or brandy
<b>9.45pm</b>	Private floodlit tour of St George's Chapel, departing from the Sitting Room ( <i>optional</i> ). After the tour, please join us for a nightcap in the Sitting Room

## Tuesday, September 24th

<b>7.45am</b>	Breakfast is served in St George's House. Please clear your luggage from your bedroom, because the domestic staff need to service the rooms. You are welcome to leave it in the Sitting Room or bring it down to the Vicars' Hall where we will be for the remainder of the Conversation
<b>8.45am</b>	We start again promptly
<b>12.30pm</b>	A hot buffet lunch is served in the Vicars' Hall and we work together in our groups
<b>1.15pm</b>	Team photo on the West steps of the Chapel ( <i>weather permitting!</i> ) Then we are back together as one group
<b>3.30pm</b>	<i>(Prompt)</i> Close of the Conversation



## Video link-up: Tuesday, 17 December 2019

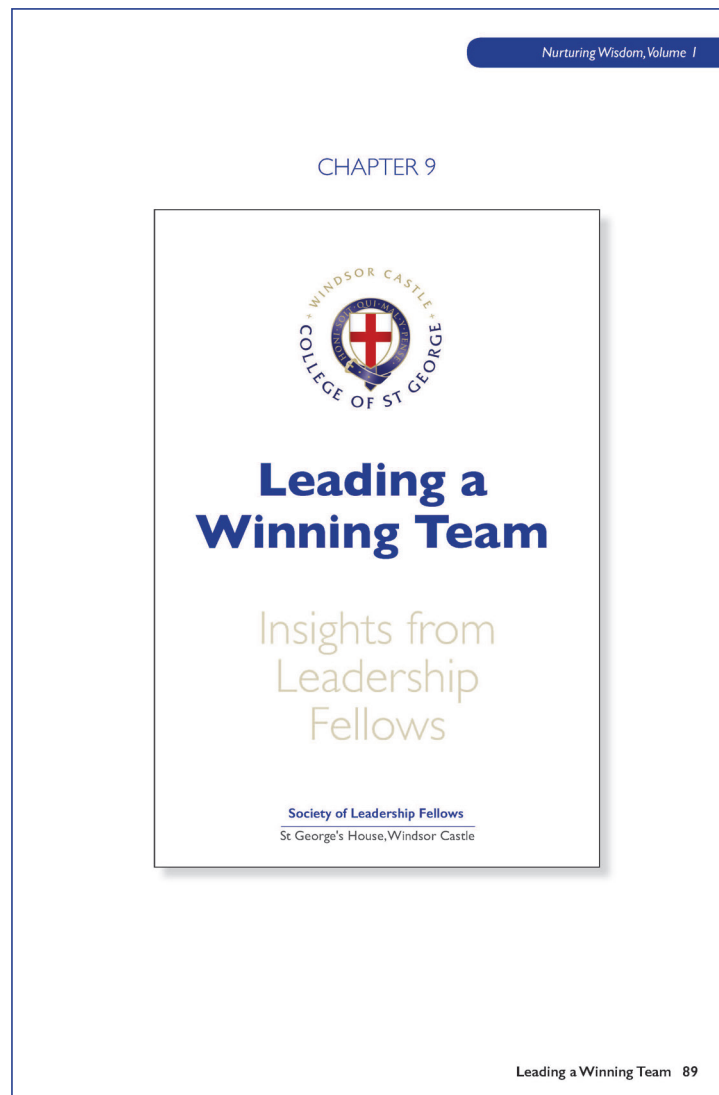
In the final minutes of the Conversation we will also arrange a time for a follow-up video link-up in December to swap notes. This will give us a chance to hear how much progress we have all made in taking forward our resolves.

The key to us making the best possible use of our time is for Fellows to share a very brief email beforehand updating the rest of us on how you have acted on your resolves, and especially which ones you found the most challenging – and we then take it from there!

**Suggested time for Video Link-up: 3.00 to 4.00pm on Tuesday, 17 December 2019**



# Key background reading



The Insights report arising from Leadership Conversation 23 on Stretching ourselves as leaders also has some useful background ideas for this Conversation.

From late March 2019 this will be one of the Chapters in Volume 4 of Nurturing Wisdom on our Leadership Insights page.