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## CHAPTER 7

### The Leadership System The Central Organizing System

The Leadership System of the organization is considered to be the top 3 leadership levels in the organizational chart. Collectively, this group has accountability for all organizational strategy, processes and outcomes. When a Leadership System functions effectively, performance is high and sustained. Yet, the research indicates that about 80% of organizations are not seeing the leadership system for all that it is worth, and instead it is the most underutilized asset in business today - underutilized at best, a competitive disadvantage at worst.

Leadership System is framed as central to the core systems that must be developed and maintained for the business to thrive. The others being Communications, Accountability, Delivery, Performance, and Measurement.

#### **Build common understanding of the chapter terms**

- Figure 7.1 (page 117) places the leadership system in the middle of the Whole System model. What is the significance of leadership being in the middle?
- What could it look like if an organization truly looked at leadership as an asset?

#### **Explore the implications of the chapter concepts for leaders and organizations**

- What are the implications, across an organization of the following:
  - 1) Vision and Values
  - 2) Strategy and Approach
  - 3) Structure and Alignment
- A whole systems approach looks at every essential system in the organization, then creates, modifies and redesigns until all systems are integrated and aligned. What is the role or responsibility of the senior leadership team?

#### **What is new for you? What does this change for you?**

- The authors introduce Four Foundational Premises, as a means in helping leaders and teams develop higher effectiveness. What is the message behind each of the following premises?
  - 1) Structure determines performance.
  - 2) You are a Structure.
  - 3) Consciousness is the operating system of performance.
  - 4) To achieve higher performance, you must be restructured.



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- Note to Moderator: Four case studies are presented to highlight the significance of the Leadership System. Choose any one or more for a thorough discussion, to include:

- 1) What are the key take away's?
- 2) What was expected from senior leadership?
- 3) What can we learn and apply from this case study?

- Note to Moderator: Page 153 offers several "Taking Stock" questions. Pick one or more for a discussion.

## **Take-away Round Robin**

- What is your key take-away from today? What action/change can you make?