Building a Collaborative Leadership Team

Problem Statement

Two organizations merged, bringing together several teams who hadn't worked together previously. At the same time, the organization was moving to a product-based structure and tech partners were increasingly important to the group's success.

How do you get 15 leaders to function as a highly collaborative team?

Actions taken

- Established a cadence of leadership team off-sites ~1x per quarter
- Invited partner leaders to off-sites and leadership team meetings - over-included to form a cohesive group
- Focused on building trust, vulnerability, and personal connection first
- 'Went first' - leader and Chief of Staff demonstrated vulnerability & openness
- Regular CoS check-ins with each LT member to get candid feedback
- Included tech organization in associate feedback, solved for engagement jointly
- Had fun together - made sure each offsite had some silliness

Outcomes

- The extended leadership team quickly gelled
- Conversations were candid, inclusive, and based on trust
- Team members attended ceremonies and asked for / offered help
- LT partnered organically
- Teams were willing to share things that didn't work - enhancing learning across the organization
- Tech talent wanted to join this group because they knew the leaders valued their input

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