

# CEO Checklist for Managing Executive Teams

In our research, every high performing team we identified was led by a CEO who intentionally managed the team. This checklist highlights a number of steps CEOs can take to more effectively lead their executive teams. Use it to assess your approach to executive team management and where it might need improvement.

## 1. Leading the team and individuals

### Managing the team

- I have defined (or worked with my team to define) and communicated the work of the team.
- I have determined who should be on the team and if two teams are needed.<sup>1</sup>
- I maintain ownership over the team meeting agendas and process.

### Leading the team

- I have communicated my decision-making style and preferences to the team.
- I am clear with my expectations of what I want from the team (making a decision, providing input, etc.).
- I demonstrate desired behaviors (lead by example).
- I reward (address) appropriate (inappropriate) team behaviors.
- I reward (address) appropriate (inappropriate) individual behaviors.
- I draw out and amplify diverse and underrepresented points of view.
- I consider differential impacts of decisions on people of color.
- I understand and self-correct my unconscious biases.

## Developing the team and individuals

- I have identified competencies that individual team members need to develop and have developed a plan with each individual to help them improve.
- I incorporate feedback for individuals about their team performance in their annual reviews.
- I manage out team detractors that don't improve with feedback.

## 2. Delegating, but not abdicating, some team management tasks

- I have clearly communicated responsibilities and expectations to any deputy (e.g., COO, chief of staff, or strong executive assistant) I have to manage some team processes (e.g., meeting follow up).
- I have clearly communicated responsibilities and expectations to any specific leaders to whom I have delegated to lead certain topics.

## 3. Strengthening your capabilities

- I have identified ways in which I need to strengthen my capabilities to lead the team.
- I have identified ways I can get help (e.g., other CEOs, board members, coaches, team members, etc.).