

ACE Leadership

Leaders Create the Conditions for Success



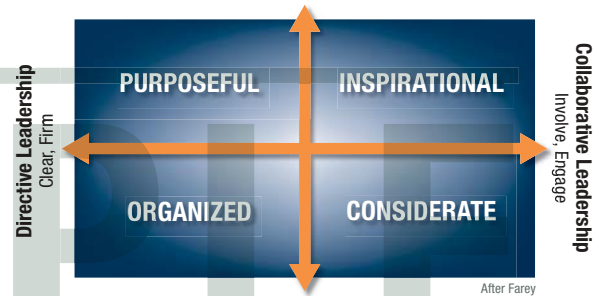
- A leader's own leadership ability enables the leader to create the clarity, shape the environment for his/her team, and develop team members' ability.
- ACE provides a diagnostic tool to ensure success and to understand the reasons for failure.
- Motivation, communication and empowerment have components in all three ACE areas.
- Motivation includes having a SMART objective, confidence in one's ability and in one's leaders, an innate desire 'to do the job', and a supportive environment.
- Empowerment includes being trusted by your boss, having the resources needed, being self-confident, knowing what you are trying to achieve, why and how, and having clear guidelines and authority for decision-making.
- Communication involves clarity of message, systems to convey and cascade information, and personal ability to structure the message and deliver it with confidence, conviction and 'personal presence'.

ACE Leadership v1

Leadership Style

Strategic Leadership

Vision, Purpose, Structure, Culture, Step Change



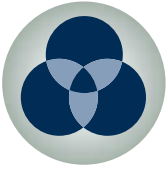
Tactical Leadership

Important Detail, 'On Track', Incremental Improvement

<p>Purposeful</p> <ul style="list-style-type: none"> Clear aim (intent and purpose) Future orientation Trigger change Outward and upward looking Anticipate and remove obstacles Decisive action, risk taking Overcome inertia Take responsibility for results Urgency and assertiveness 	<p>Inspirational</p> <ul style="list-style-type: none"> Lead by example, signal actions Take responsibility for the team Be the team's champion, show pride Build networks Credit your staff Communicate with enthusiasm and conviction Value people and their efforts
<p>Organized</p> <ul style="list-style-type: none"> Rational, logical thought, disciplined Planning, briefing Clear objectives, standards, measures Systems and structure Efficiency Concentration of effort Continuous improvement Monitoring, assessing and reviewing 	<p>Considerate</p> <ul style="list-style-type: none"> Show concern for feelings and welfare Build relationships with team members Career and personal development Sharing information Regular two way meetings Recognise, praise, thank and reward Genuinely interested in others Listen and learn, seek input and ideas Utilize staff expertise

After Farey

ACE Leadership Checklist



This checklist enables the creation of the ACE conditions for success: Ability, Clarity, Environment. ACE is the desired end-state and a diagnostic tool.

We create these conditions, lead people and manage tasks and resources by keeping three distinct areas of need, **Task**, **Team** and **Individual**, in balance. These needs exist within a '**Stakeholder Context**' (others' intentions/needs, impact on other teams, impact of culture etc).

Leadership Functions/Area of Need	Achieve TASK	Build and Maintain THE TEAM	Satisfy and Develop INDIVIDUALS	Satisfy STAKEHOLDERS
Problem-Solving and Aligned Decision-Making	<ul style="list-style-type: none"> Mission Analysis: Define higher intent, desired effects, clarify aim and purpose Identify factors, make deductions, identify and compare courses of action open Decision 	<ul style="list-style-type: none"> Select and induct Establish communication Clarify ground rules and use of process Involve team including remote members – facilitate Detail sub-groups and leaders Clarify team's mission 	<ul style="list-style-type: none"> Assess skill level of each person Use expertise of individuals 	<ul style="list-style-type: none"> Identify other stakeholders, needs and measures of success Lobby stakeholders Establish working 'contracts'
Detailed Planning and Briefing	<ul style="list-style-type: none"> Plan: Situation 2 levels up, Mission, Execution (Outline, Tasks/Phases), Admin and Logistics, Control and Comms Rehearse: accuracy, brevity, clarity and simplicity Give personal verbal brief where possible 	<ul style="list-style-type: none"> Give clear enthusiastic briefings Explain the 'reasons why' and outline plan Set standards and priorities Take people into your confidence Questions from and then to the team 	<ul style="list-style-type: none"> Check remote people are briefed Check people know plan in outline and their role in detail Ask confirmatory open questions Use expertise of individuals to form plan 	<ul style="list-style-type: none"> Explain the 'reasons why' and outline plan Ensure all stakeholders are informed
Controlling and Co-ordinating	<ul style="list-style-type: none"> Direct all activity towards achieving the aim Provide resources Agree measures Monitor progress; re-plan and re-brief if needed 	<ul style="list-style-type: none"> Co-ordinate Maintain standards Use team dynamics Review activity 	<ul style="list-style-type: none"> Maintain standards Ensure visits and reviews happen Address individual and stakeholder needs Offer and seek feedback 	<ul style="list-style-type: none"> Ensure visits and reviews happen with all stakeholders Address individual and stakeholder needs
Enabling, Supporting and Coaching	<ul style="list-style-type: none"> Ensure continued provision of resources Build internal and external networks Anticipate and remove obstacles 	<ul style="list-style-type: none"> Coach: Aim and Objectives, Situation/Factors (feedback – (example, impact, commit), ACE reasons, deductions), Options, Decision Learning environment Maintain team spirit Build team identity 	<ul style="list-style-type: none"> Coach Encourage initiative Motivational needs Seek/give feedback Build self-confidence Ensure sound administration 	<ul style="list-style-type: none"> Elicit stakeholder feedback Lobby for support
Informing and Updating	<ul style="list-style-type: none"> Be aware of progress, and of the 'big picture' 2 levels up. Situation Report (Sitrep) briefs up and down the chain. 	<ul style="list-style-type: none"> Recognise and be grateful for team efforts Keep team informed Communication 	<ul style="list-style-type: none"> Thank and praise Give recognition Identify and address causes of de-motivation 	<ul style="list-style-type: none"> Keep stakeholders informed of progress
Monitoring and Evaluating	<ul style="list-style-type: none"> Debrief – reasons Mission achieved? Evaluate success against measures Mission Analysis, re-plan and re-brief as needed 	<ul style="list-style-type: none"> Recognise success Debrief ACE diagnostics – learn from experience Share learning, ensure adoption Address team development needs 	<ul style="list-style-type: none"> Debrief Listen to feedback Assess performance, recognise and reward Address development needs 	<ul style="list-style-type: none"> Build and manage partnerships for the future in line with the vision/aim and purpose

Excerpted and updated from the book 'Leading Initiatives', by Jeremy Tozer.

After Adair and RMAS