

THE CHAIRMAN'S PLAYBOOK

Leadership wisdom distilled in 1,000 words or fewer

PLAY 58

Leadership Is Needed to Coordinate Collective Work

Use these questions to reflect on whether your leadership helps separate efforts become collective achievement - through shared purpose, alignment, trust, accountability, and enough freedom for people to coordinate without depending on you.

1. Where in your team or organisation are capable people working hard but still pulling in different directions?

2. Is the common purpose clear enough that people can use it to guide their own decisions without constantly asking for approval?

3. Where do responsibilities, priorities, or resources overlap in ways that create friction, duplication, or delay?

4. Which important dependency between people, teams, or functions is currently being left to chance?

5. Do people have enough information about the larger picture to understand how their work connects with the work of others?

6. Where has a lack of trust created extra meetings, approvals, checking, or other forms of unnecessary bureaucracy?

7. Are you personally coordinating something that others could coordinate themselves if purpose, authority, and accountability were clearer?

8. When different specialists see the same issue differently, how do you help their separate knowledge become a coherent decision?

9. Where might your effort to improve coordination have become excessive control? What could you simplify or release?

10. What is one concrete change you can make this week that would help separate efforts become stronger collective achievement?

Leadership turns separate efforts into collective achievement.