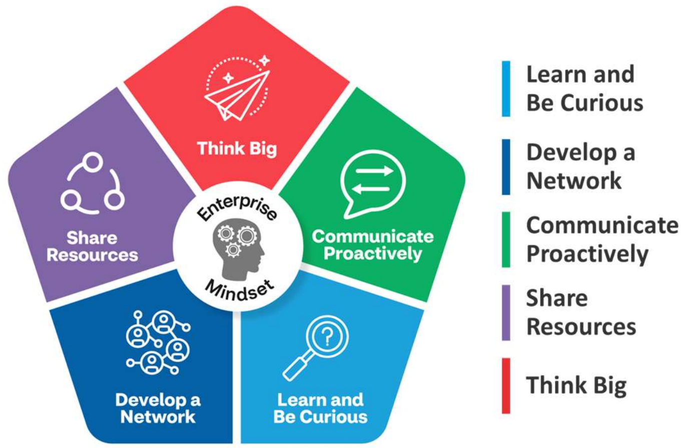
insightexperience

Enterprise Mindset™: A Primer

Balanced leaders cultivate both an enterprise and team mindset. Although focusing on a team—whether it's a business unit, function, or specific group—is essential for organizing work, tracking progress, supporting tasks, and fostering employee growth, being exclusively team-oriented can curtail a leader's effectiveness and potentially undermine the team's performance. Such a narrow focus might obscure wider organizational goals and priorities. Balanced leaders shift between concentrating on their team and adopting a broader enterprise perspective. In larger organizations, it's increasingly crucial to transcend team boundaries and align work with overall objectives, identifying opportunities and addressing arising challenges.



What is an enterprise mindset? It involves viewing your work from a more expansive perspective and being willing to support the overall enterprise goals, even if it necessitates trade-offs for your team or organization.

Leaders with an enterprise mindset engage in five visible behaviors:

	Learn and Be Curious	Develop a Network	Communicate Proactively	Share Resources	Think BIG
What does this look like?	• Intentionally monitor activities across the business, including those adjacent to and extending beyond your immediate area. • Asses your team's role and dependencies within the enterprise. Understand diverse operating models, customer dynamics, and business challenges.	• Identify individuals who are or will be connected to your work. • Establish relationships before they become necessary. • Help others and they will help you in turn. • Sustain relationships over time. • Leverage your network to challenge your ideas with diverse viewpoints.	• Communicate information about your activities widely, particularly with stakeholders affected by your actions. • Use various formats to disseminate information. • Relay information promptly to allow others adequate time to respond. • Listen and respond to feedback.	• Whenever possible, share talents and insights. • Evaluate investment trade-offs from an enterprise perspective. • Prioritize "we" over "I." • Define and articulate the principles for sharing resources to promote accountability.	• Look beyond adjacencies to capitalize on the enterprise's asset scale. • Identify initial opportunities and refine them by scaling up. • Explore how enterprise scale can form the basis for unique value propositions.

Enterprise leaders prioritize the big-picture perspective over team interests, stepping beyond their roles to align with the larger purpose and goals. They must assess their team's contributions and communicate this broader perspective to their team.

TIPS TO TRY:

To develop an enterprise mindset, start by examining your perspective and how you allocate your time. Then, consider implementing one or more of the following actions, which are drawn from the practices of successful enterprise leaders:

Learn and Be Curious	• Ask business-related questions during interactions with peers. • Monitor competitors across different business segments. • Explore the potential effects of business changes on other companies. • Scan information broadly, and deliberately search for information that might be relevant to and could benefit others. • Find a mentor or coach to guide you in learning a new field of expertise.
Develop a Network	• Establish a specific goal for expanding your professional network. • Invest time in building relationships beyond your immediate organization. • Ask if your existing contacts can introduce you to others in their network. • Volunteer for opportunities that span different organizational units.
Communicate Proactively	• Identify your stakeholders and establish a regular cadence for communication. • Be sure to communicate in a way that suits others' preferences. • Ask for feedback. • Seek input by discussing your strategic questions with others. • Take the iniative: Communicate without being prompted.
Share Resources	• Proactively offer your knowledge and insights. • Evaluate requests from a broader perspective. • Remember that resources include data, relationships, and information in addition to talent, operating budget, and technology.
Think BIG	• Explore ways to leverage the company's scale and resources to achieve what others cannot. • Seek opportunities to enhance efficiency, quality, and customer experience and to develop new services and offerings.