

EXECUTIVE TEAM EFFECTIVENESS

Your senior team sets the pace for the rest of the company... Is it running optimally or slowing others down?



Now more than ever employees at all levels in the company are looking to the senior team for clear direction, inspired leadership and decisive action.

A company can only perform as well as its executive team. Although there are some rare exceptions in the short-term, over time senior management sets the pace for the rest of the organization – so any strategy to improve business performance must address executive team effectiveness.

This is especially true in the market research industry today with the accelerating pace of change, new and emerging client needs, product innovations and breakthroughs and increased competition. Now more than ever employees at all levels in the company are looking to the senior team for clear direction, inspired leadership and decisive action.

The unfortunate reality is that many executive teams today are falling far short of what's required and are faced with performance challenges:

- Individual team members representing their parochial functional interests versus thinking and acting on behalf of the overall enterprise
- Very little openness and trust among executives
- An unwillingness to have difficult conversations
- Not fully committing to a strategy or course of action
- Failing to follow-through or hold one another accountable

As a result, the executive team slows down the rest of the organization rather than leading the way. Cambiar's Executive Team Effectiveness services can help.

Cambiar Partners have all led large market research organizations and served on North American and global executive teams, so we know what works and what doesn't work in improving senior team performance. Our approach includes an Action Learning methodology that is based on the principle that adults learn best by doing. We involve the executive team in solving a problem that's critically important to the entire team, while also creating opportunities to reflect on and improve the effectiveness of the team as they work on the problem. We supplement the group work activities with individual feedback and coaching to focus team members on their personal growth and development.



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Although each engagement is unique, most include the following elements:

- **Contextual Assessment:** One-on-one confidential interviews with each of the team members to discuss their individual leadership strengths and development needs, the strengths and needs of the team, and the key business issues facing the organization. One of the outputs of the contextual assessment is a Problem Statement for the team to work on in the Action Learning Session.
- **Personality Profile:** Completion of an individual personality profile (such as Myers Briggs, DISC, Birkman, etc.) for each of the team members to understand their personal interests, styles and needs and similarities and differences within the team.
- **Action Learning Team Session:** Meeting or series of meetings with the executive team to review the results of the Contextual Assessment and work on the Problem Statement. The individual and team personality profiles results are used to help members understand similarities and differences and improve team performance. While developing a solution to the Problem Statement, periodic time outs are taken to review the performance of the team, highlight strengths, identify opportunities for improvement, and then allow the team to re-engage in the problem solving and immediately apply the learning. The output of the Action Learning Session is a set of agreed upon Action Strategies that will solve the Problem Statement and specific Action Plans with clear accountabilities.
- **Individual Coaching:** One-on-one coaching sessions to provide feedback to individual team members on their participation in the team meeting and establish ongoing personal development goals and plans.

Give us a call to discuss how our services can benefit your executive team – and your organization. Whether your team is currently in the middle of dealing with some thorny problems, operating smoothly or somewhere in-between, we have the experience, knowledge and resources to help optimize performance. For more information contact Simon Chadwick at simon@consultcambiar.com.

Cambiar assists market research agencies and corporate research departments who seek to thrive in a changing, challenging world. For more information, visit us at www.consultcambiar.com.

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