Creating a World-Class **Executive Team**

Center for Creative Leadership®

Build lasting improvements in how your executive leaders work together.

The ability of your executive leadership team to work together effectively to drive change and execute strategy across the business is a critical element in your organization's success.

The uniqueness of executive teams creates predictable complications:

- "What is the real value the executive team adds?"
- "Which is my primary team: my functional team or the executive team?"
- "How and when do successful, strong, independent leaders engage interdependently with each other?"

The intense pressures executive leaders operate under can also lead to counterproductive behaviors—turf battles, ego conflicts, and a lack of alignment. Those behaviors can become threats to executive team performance that cascade through your entire organization, potentially crippling it.

However, when senior teams are at their best and most powerful, the positive effects of leading with collective focus and collaboration are felt across an organization and seen in business results.

CCL employs a variety of proven methods and tools to assess senior team effectiveness and improve how senior leaders work together. Our executive leadership team service involves an elite group of facilitators working with executives to create change. The goal is for the team to work more cohesively and effectively, manage complexity and change, and lead the organization to achieve business results.

EXECUTIVE TEAMS:
Tackling the Tough Stuff

After working with high-level teams for over four decades, CCL has identified common challenges that teams often face and developed solutions that create results that matter to you and your organization.

TEAM CHALLENGES	? What are you experiencing?	☑ We can help your team	◎ Impact for your team and organization
New boss, New members, New strategic challenges	• Unclear team purpose • Superficial exploration of topics • Unclear roles and expectations • Members are not sure if they need to be a "team" or a "group" of individual players • Unsure if the right people are on the team • Need to build trust	• Identify the team's core purpose and value-added contribution • Clarify expectations of membership • Identify initiatives which require collaboration • Establish team performance metrics • Build social capital/trust	• Clear unified purpose and priorities • Increased team member confidence to contribute • Clear link between work of the team and business results • Increased collaboration • Increased trust
Balance functional & enterprise accountabilities	• Lack of alignment • Inability to execute organizational initiatives • Political infighting • Verbal commitments, but little follow-through • Siloed operations • Self-protection and defensiveness	• Build ownership of enterprise strategy • Develop a broader and shared sense of enterprise-level leadership • Balance tensions between leading the enterprise and leading your function • Discuss undiscussables • Use feedback processes to clarify expectations	• Aligned execution • Reduced redundancy • Fewer unpleasant surprises • Aligned communication to the organization • Less wasted energy working at cross-purposes
Conflict: Too much, or … too little	• Discussions are "too polite" • Important conversations happen outside of the room • Constant revisiting of decisions • Lack of transparency/Lack of empathy • Egos eclipse substantive issues	• Surface team dynamics • Put difficult topics on the table • Learn the constructive discipline of peer feedback • Resolve conflicts	• Team members can disagree and still commit • Decisions are implemented and stick • Increased issues-based debate, increased respect • Team members support each other's success
From "effective team" to "best in class"	• Sense of untapped potential • Not challenging self or others to exceed current level of performance • Lack of innovation • Hesitancy to take risks • Need for increased energy, enthusiasm and engagement	• Establish stretch goals • Update success metrics • Redefine purpose and priorities • Develop innovative ways of working together	• Increased individual and organizational agility • Enhanced ability to deal with complexity • Energized team • New mindsets • Improved results
Leading organizational change & shaping culture	• Change efforts that don't achieve the intended outcomes • Getting the right culture in place is a challenge • Team members don't agree on change priorities • Team members say they support change but don't • The team agrees to more change than it can realistically handle • Team members vary in their ability and interest in leading change	• Understand what change leadership takes and build the skills to lead it from the top • Define the required leadership culture for your business and develop it • Prioritize change • Make change commitments that stick • Align time, budgets and people with what's required for successful change	• Strong support for change initiatives • Finally feel like you're getting somewhere • Leverage benefits of the investments you have made in culture and change • Avoid burning people out when there's even more to be done

We help your team accomplish the three critical outcomes of leadership:
Direction, Alignment, and Commitment *(DAC™)*
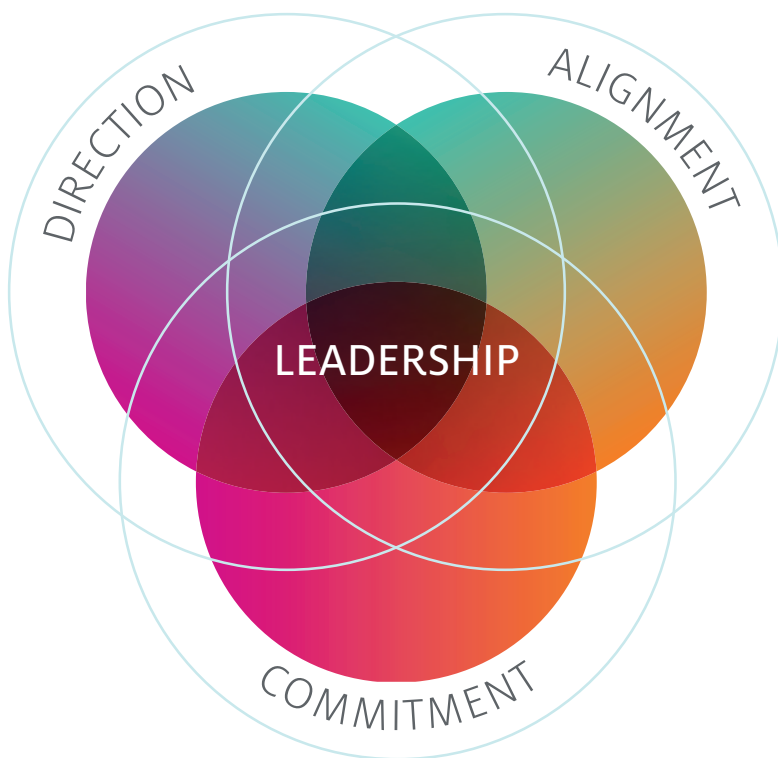
Improving Direction results in …

- Unified focus on key organization-wide priorities, and more efficient use of resources
- Clear core purpose of the Executive Team and the value-added contribution it can make
- Improved capability to deal with greater complexity

Improving Alignment results in …

- Expanded mindset that comprises both enterprise and divisional responsibilities
- Improved execution of cross-organizational initiatives
- Enhanced trust and mutual accountability

Improving Commitment results in …

- Difficult, sensitive topics are surfaced and resolved through healthy debate
- Members are committed to each other's success
- Increased cohesion and camaraderie

How we work with Executive Teams

Because time together for executive teams is rare and valuable, we tailor solutions to get each team its own unique results as efficiently as possible. Our process addresses the key factors impacting team performance, including:

- Clarifying the core purpose and work of the team
- Examining the effectiveness of the way the team does its work
- Surfacing the interpersonal and team dynamics that can unleash or ensnare your team
- Identifying the methods for measuring the team's progress and success
- Building the team's capability to deal with greater stress and complexity

Throughout the process, we determine gaps and create a plan to ensure alignment around the business strategy and key performance measures. CCL has used this approach to effectively address a wide range of Executive Team challenges related to increasing the organization's performance:

- Dealing with growing uncertainty
- Making a strategic organizational shift
- Building alignment in a fragmented organization
- Changing membership
- Increasing the ability to have constructive conflict
- Driving a culture shift.

Our highly experienced facilitators employ a variety of observation, coaching, and development techniques that challenge the team to achieve a higher level of performance.

CCL's proven experienced-based approach to development enables executive leaders to focus on team collaboration and success factors.

Results that Matter

After working with executive teams, here are some of the outcomes and behaviors we see. High-performing executive teams:

- Collectively drive organizational outcomes for success

- Work together as "one team"

- Model collaboration and collective leadership across the organization

- Exhibit increased levels of trust, camaraderie, and cohesion

- Have a clear common understanding of their individual roles and responsibilities at the functional and enterprise levels

- Are more aware of behavioral predispositions and their impact on the team's dynamics

- Improve collaboration across all organizational boundaries

- Shift their ability and approach to drive real and meaningful change

If these outcomes would help your organization achieve its goals, it's time to have a conversation about our approach to Executive Team development.

Why CCL?

Creating a world-class executive team is a matter of leadership, and leadership development is all that we do. We know the leadership challenges that executives face. Through our Leadership at the Peak program, we have worked with thousands of C-suite executives across the globe.

We meet you where you are. Our facilitators and coaches are located around the globe, covering 48 languages and offering expertise in every major business sector. Our broad, research-based portfolio includes everything needed to make sure the team and its individual members can work collaboratively to drive meaningful change.

From validated assessments to cutting-edge network analysis to best-in-class development tools and evaluation, we have what it takes to get results that matter.

CCL – Americas
p: +1 800 780 1031
e-mail: info@ccl.org

CCL – Europe, Middle East, Africa
p: +32 (0) 2 679 09 10
e-mail: ccl.emea@ccl.org

CCL – Asia Pacific
p: +65 6854 6000
e-mail: ccl.apac@ccl.org

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