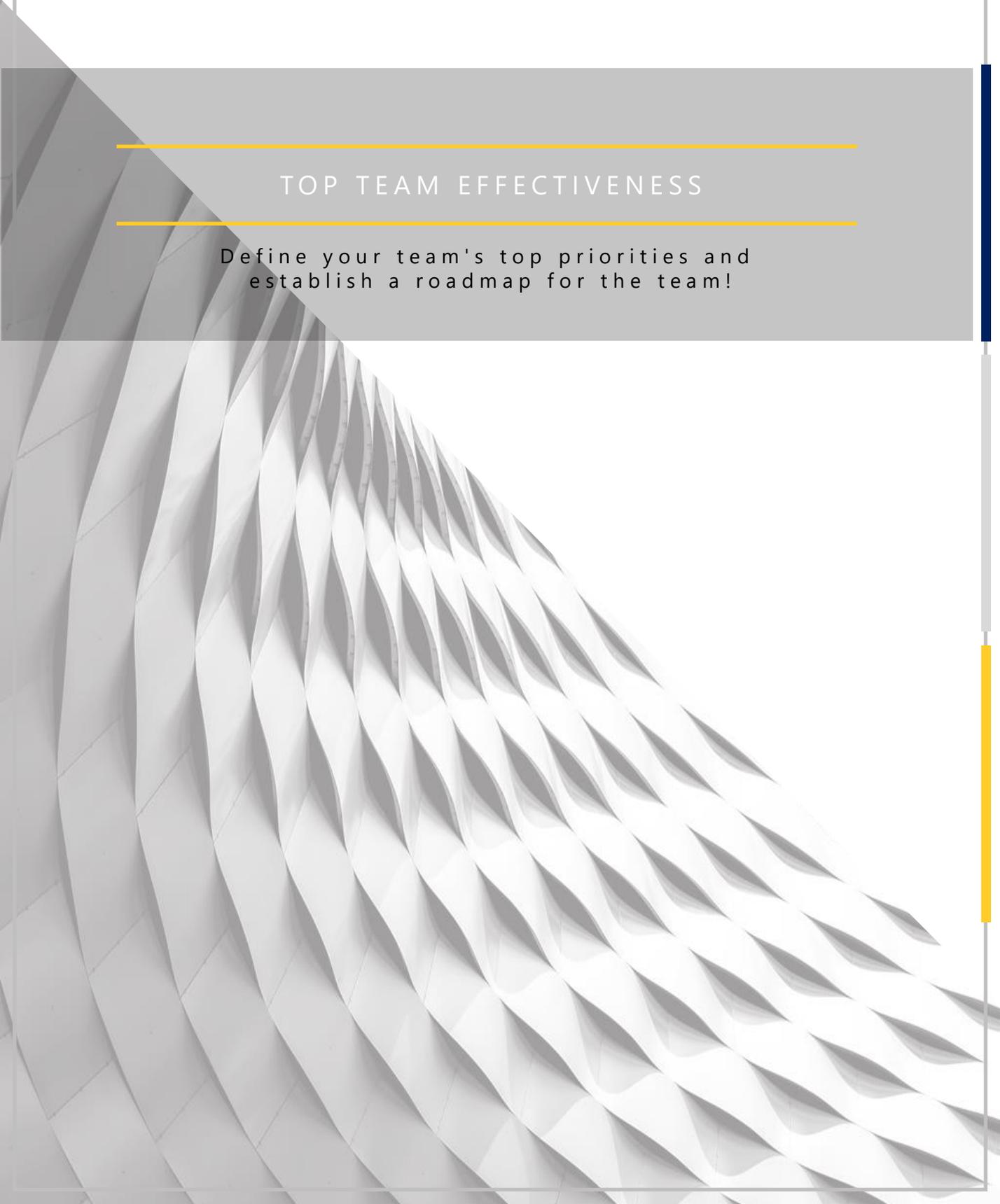

TOP TEAM EFFECTIVENESS

Define your team's top priorities and
establish a roadmap for the team!



Top Team Effectiveness

Define your team's top priorities and establish a roadmap for the team!

Teams play a major role in any organization. They are more than the sum of individual talents; they are the catalyst of a collective intelligence in the service of a mission or a vision.

The stakes are even higher with senior executive teams.

A dysfunctional team can slow down, derail or even paralyze an organization.

Getting these priorities right can help improve business results dramatically.

Here are a series of priorities that can help (top) teams become highly effective:

1/ Align the top team on a shared purpose and clear goals and values

Most often, teams have an eye on the organization's strategy. They function as an aggregate of experts representing a function, department or region. These experts also have a set of key performance indicators for their own area. Fewer teams have a specific vision and strategy for their team. Their members are senior functional leaders who spend time together "updating each other or debating." But how many of them are true enterprise leaders who act in unison with a common team strategy?

The first priority is to define a team vision and strategy to serve the organization's strategy and empower its different constituents.

2/ Get the right people on the team and align them on the mission and vision

The key to getting a top team's composition right is deciding what contributions the team as a whole, and its members as individuals, must make to achieve an organization's performance.

To do this, the team must clearly decide what should be its priority of action and what should be delegated to the organization. The team must then ensure that each member brings unique experience or skills to the mission and ensure that these unique talents are used effectively.

Players must clearly understand how their roles fit in the game plan.

The second priority is to define the complementary talents needed to achieve the company's objectives and to orchestrate them effectively with clearly established roles and responsibilities.

3/ Define and implement efficient procedures and routines

The proper functioning of the team requires a series of routines and procedures that, without being excessive, should allow it to function optimally: the architecture of the different types of meetings, the method of decision making, problem solving, information management, task completion and follow-up, the role of the team leader in relation to the rest of the team, or aligned communication with the different stakeholders.

The next priority is to review the established procedures and routines and to evaluate without concession those that have real added value and those that are superfluous; also, those that are missing.

4/ Establish guiding principles to foster constructive internal and external relationships

While procedures, plans and systems are the foundation of a highly effective team, the relationships within the team and with key stakeholders (employees, partners, Board, institutions, unions, etc.) are the keystone.

The team needs to consider internal factors such as inclusion of diversity, conflict management, openness to feedback and challenge, and mutual support, and external factors such as good relationships with stakeholders inside and outside the organization.

Another priority is to review the factors that promote effective and constructive relationships within the team and successful interactions with stakeholders inside and outside the organization.

5/ Develop effective reinforcement systems

Reinforcement systems are designed to ensure the sustainability of team effectiveness. They are of two types: first, they consist of financial or other systems that encourage appropriate behavior. Second, systems that allow the team to maintain a dynamic of continuous development and encourage it to constantly question its functioning. To avoid getting stuck in outdated practices, groupthink or complacency.

Last, but not least, is to develop systems that encourage the right behavior and ensure that established practices are continually challenged and updated.

Proposed Approach

We offer a team coaching approach. The role of the facilitator is to encourage the team and each of its members to become aware of their strengths and weaknesses as a team, and to assess the impact of their current functioning on the organization's results and on the commitment of its members.

Based on this collective assessment, we help the team define a vision, key objectives, guiding principles, implementation strategies (what the team should and should not focus on) and measures.

Please note that this is not a matter of redefining the organization's strategy, but of defining a team strategy, between the team's strategy and the individual objectives of its members.

The proposed approach is entirely personalized but generally includes interviews, questionnaires, audits, workshop facilitation, and collective and, if necessary, individual follow-up.

Step I – Understanding what is at stake

Context

- Opportunities and threats
- Key stakeholders
- History and legacies
- Expectations
- Deliverables

Team Composition

- Roles of the team members
- Team dynamics
- Available assessments (individual and team)
- Personalities and leadership styles
- Level of trust and openness

Desired Outcomes

- Business results or impact on metrics
- Direct results (e.g.: better decisions, clearer roles and responsibilities, ...)
- Indirect results (e.g.: new mindset, better collaborations, more commitment & trust, ...)

Step II – Defining & implementing the roadmap

Preparation

This phase aims to understand the stakes (step 1) :

- Questionnaires
- Interviews
- Analysis of relevant documents
- Alignment calls or meetings
- Clarification of objectives and expectations

Workshop(s)

One workshop (or more depending on objectives) consisting of:

- Facilitated discussions
- Alignment on key elements
- Design of a roadmap for the top team
- Definition of next steps with R&R
- Agreement on follow-up approach and communication to stakeholders

Implementation

Implementation and follow up

- Implementation of the roadmap and evaluation of results
- Communication to stakeholders
- Ongoing adjustments and continuous development of the Top Team

About Olivier S.E. Courtois

Olivier Courtois is an executive advisor with more than 35 years of experience in leadership development on 5 continents. He is the former Director of Korn Ferry Advisory Belgium and has gathered vast experience with companies such as the Centre of Creative Leadership, Levi Strauss, Krauthammer, the American Management Association and many more. He has led workshops with thousands of executives across the globe from Fortune 500 boards as well as SMEs. Olivier is certified in various formats and programs.



Why work with Olivier and his network

- 35+ of business, negotiation and leadership experience on 5 continents
- 30 years of facilitation and coaching experience
- Solid business and entrepreneurial track record
- Multiple accreditations and certifications – EMCC accreditation as a Senior Practitioner
- More than 500 endorsements on LinkedIn
- A global network of co-opted seasoned experts in several fields