CLIENT STORIES [7]

Building a high performing executive team

A relatively new CEO, who had already restructured the organisation and appointed a new executive team, engaged Rosemary to help the team perform well. The CEO knew that he needed a highly collaborative group of executives to collectively manage the complexities of the business, advise him on key decisions and drive a different way of operating throughout the organisation.

Rosemary worked one on one with the CEO to help him hone his leadership skills. She conducted some team development sessions, at times using 360 degree feedback, to improve the team members' decision making capability and their skills in consulting and working with each other. From time to time, she would observe executive team meetings and provide feedback on how to improve the team's interactions. She also coached several of the executives individually to help them address changes they needed to make in their own leadership behavior and contributions to the team.

The executive team became a cohesive group of committed individuals who were able to rigorously debate issues, constructively challenge each other, express diverse views and, yet once a decision was made, support that decision in the organisation.

Improving an executive team's performance cannot be mandated. Rather, it requires a series of interventions over time that progressively finetune the way individuals work together as a team.

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