



Executive Team Development

Outline of our approach

CATALYST4 has integrated the results of the major international research into executive team effectiveness with its own experience of developing teams. As a result, the following process has been found to assist executive teams accelerate their development and effectiveness.

1:1 Meetings
and
Team Assessment



Foundation
Team Effectiveness
Workshop
(Typically 1-2 Days)



Quarterly Strategic
and
Team Effectiveness
Workshops
(Typically 1 Day)



Our Approach

1:1 Meetings and Team Assessment

Prior to the first workshop, 1:1 meetings with each member of the executive team:

- Gathers the baseline data on team effectiveness using a unique one page team assessment tool developed by CATALYST4.
- Builds an in-depth understanding of BOTH the nature of the shared work and interdependence required to be successful AND the key dynamics within the team.
- Establishes a relationship between the facilitator and team that ensures we start strongly and maximise the time spent together.

Foundation Team Effectiveness Workshop

During this workshop:

- A snapshot of the team's rating are provided. Based on the data, the team identifies the key areas of focus that will make the biggest difference to the team's effectiveness.
- On the workshop, key exercises targeted at the chosen areas are completed and an action plan agreed to sustain progress and momentum. For example, team's may focus on clarifying the unique role of the executive team, clarifying gaps or overlaps in shared responsibilities, leveraging one another's strengths, or surfacing or dealing more effectively with conflicting perspectives.

Quarterly Strategic and Team Effectiveness Workshops

In our experience, these workshops work best when they are a combination of:

1. **Following up on previous commitments** and ensuring that appropriate momentum is created.
2. **Substantive strategic work** where there is the opportunity to progress real strategic work and have "observe/develop" sessions (i.e. comment on and address patterns in the interaction that are driving and hindering effectiveness).

These are always agreed in advance with the CEO, and include appropriate preparation. For example with one executive team the substantive strategic work has included:

- Clarifying what collaboration across the organisation really looks like and how to communicate this to staff.
- Agreeing decision dynamics for new governance arrangements.
- Taking a 10 year strategic perspective and key implications for the current strategy.

For another executive team it has been:

- Agreeing the organisational culture and levers.
- Agreeing the contribution to the community beyond profit and products.
- Clarifying the organisational strategy and priorities for the next financial year.

3. **Targeted team effectiveness development.** This work builds on the foundation laid at the first workshop and includes sessions on leveraging one another's strengths, addressing key patterns of interaction (typically around conflict and decision making), clarifying the unique role of the team and the implications for team agendas, etc.