

## **Executive Teams**

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# DOES THE IDEAL EXECUTIVE EXIST?

## TYPICAL SOUGHT AFTER EXECUTIVE TRAITS

**Highly Intelligent**\_\_\_\_\_ **Not Too clever**  
**Forceful**\_\_\_\_\_ **Sensitive**  
**Dynamic**\_\_\_\_\_ **Patient**  
**Good Transmitter**\_\_\_\_\_ **Good Receiver**  
**Decisive**\_\_\_\_\_ **Reflective**  
**Direct**\_\_\_\_\_ **Participative**  
**Staying Power**\_\_\_\_\_ **Time to move on: Fresh Blood**

**PERHAPS**  
**NOT ONE EXECUTIVE**  
**BUT A TEAM!**

## **DR MEREDITH BELBIN**

- **Industrial Training Research Unit, Cambridge, UK**
- **7 years study at Administrative Staff College Henley, UK, of successful middle managers with board potential**
- **Business simulations via syndicates**
- **3 business simulations a year, eight teams per simulation = 168 teams studied**
- **Observed and analysed team make-up vs simulation results**
- **Developed and tested predictive tests regarding team composition: successfully**

## SUCCESSFUL TEAMS

- **Well-Balanced in terms of diverse Operating Styles**
- **Conducive In-Team Behaviours (impact of group dynamics)**
- **Efficient and effective Team Processes**

## DIVERSE OPERATING STYLES

- **Usually directs other people and works energetically to get results. Task oriented**
- **Seeks to understand others; good, open two-way communicator and leads enthusiastically.**
- **A people- rather than production-oriented individual, with an amicable style.**
- **The analytical, logical, and meticulous planner and organiser.**
- **The conceptual and creative thinker who can see endless possibilities and who often shows extremes in behaviour.**
- **The balanced individual who has a flexible style, yet does not show extremes in behaviour.**

## **IN-TEAM BEHAVIOURS**

- **Overly internally competitive**
- **Follows the leader**
- **Fence-sitter until consensus attained which they follow**
- **Loyal, proactive and contributing supporter of team decisions and all other team members**

## TEAM PROCESSES

- **Compelling vision of the future, statement of purpose and progress towards that purpose**
- **Annual agenda of strategic issues; monitoring of plans**
- **Clear team roles, relationships and accountabilities**
- **Appropriate policies and procedures**
- **Appropriate attention to the human factor; excellent interpersonal relationships; timely and issues-based conflict resolution processes**
- **Unified leadership; mutual accountability**

## UNSUCCESSFUL TEAM MAKE-UP

- **Just all very clever people: disaster prone, individual clashes**
- **Too many of the one style - narrow perspective**
- **Just idea generators and all-rounders: team looks brilliant but always beaten by better balanced, broader based teams who can get things accomplished**
- **Fewer than six people: secondary roles/doubling up as needed**
- **More than ten people: difficult group dynamics and be careful about the balance**

## WHAT'S THE BOTTOM LINE ABOUT YOUR TEAM?

- **Strengths ?**
- **Development needs ?**
- **Opportunities ?**
- **Threats ?**