

Executive Committee of Bank seeks support for teamwork challenges

This case study is interesting because it reminds us that even very senior individuals can sometimes lack necessary interpersonal behaviours for effective leadership. It also demonstrates that behavioural change can be made over a short time if the right tools and coaching are provided.

Executive Summary

The CEO requested our support to improve behaviours and collaboration in the Executive Committee of an international bank.

We provided a package of behavioural assessments, training, and coaching.



We identified the needs of the team using two assessment types at the start of the engagement. The research showed poor team dynamic and several development areas. The priority focus for the group was to improve accountability and trust. The board and CEO were keen to ensure the ExCo behaviours drove a positive culture down the business. We agreed that our training should equip them with the skills needed to manage change and lead the business through its transition and next phase of growth.

We supported teamwork, communication skills and a series of specific individual development requirements.

Background

The bank is undergoing a period of accelerated change in a challenging market. Commercial performance has been varied and there is a demand from the parent organisation to deliver uplifted results in a tight timeline.

Working with the assessment provider we created a bespoke assessment which captured 10 key behaviours of the ExCo. The assessment results provided clear findings for areas of development across strategic leadership dimensions including teamwork, vision, respect, and resilience.

Following a detailed briefing and several conversations with 5 ExCo members we were able to provide a series of options to the CEO. Our recommendation was to start with teamwork training and follow up with in depth 121 coaching sessions for selected individuals.

The Project

The session enabled us to work closely with the group during a two-day strategy away day. The teamwork training was based on popular proven theory covering 3 key areas.

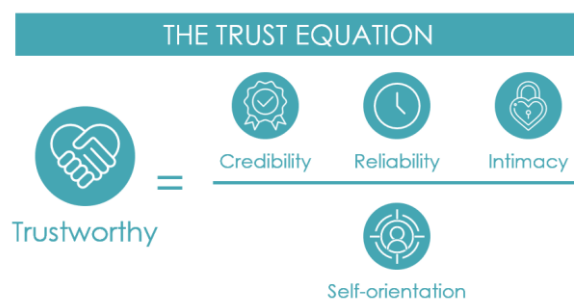


Figure 1A model used as part of our teamwork on building and maintaining trust

We were able to get the group to talk and share in a way which they never had previously about these 3 areas:

- ▶ Trust
- ▶ Constructive Conflict
- ▶ Team Accountability

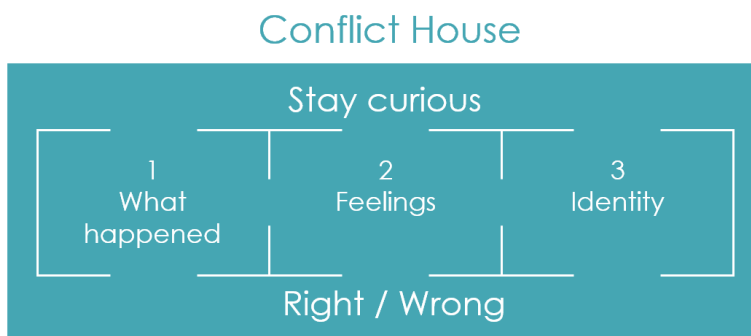


Figure 2A model used to illustrate solutions for interpersonal conflict

One area for focus was the need for the team to engage more robustly and openly on strategic alignment.

Business objectives were brought into the session meaning that the specific targets and priorities of the team were worked through and discussed. This approach enabled engagement and understanding for the ExCo.

In addition to the behavioural focus which fell out from the assessment work the Executive team also selected their own objectives around self-awareness, self-regulation, and role performance.

Results

Across the areas we explored the most significant improvements were made in the clear and direct communication between team members.

Our feedback survey showed that team members all felt more empowered to challenge one another more directly in positive ways.

The CEO fed back that the additional debate generated across the team since interventions has been invaluable. The facilitation work exceeded his expectations and the theory and exercises we provided were considered highly valuable.

Trust has greatly increased in the team. We have received feedback that the team can rely much more on one another during stressful periods.

The overall average feedback rating by the 10 members of the executive team from our sessions was 87%.

The graphic features a dark teal square on the left with the word "YES" in large, bold, light teal letters. Below it, in white text, is the phrase "Questions we can now answer YES to". To the right of this square is a list of five questions, each starting with a number and followed by a teal question mark.

1. Trust – **Are we ok to be vulnerable?**
2. Constructive Conflict – **Do we speak up and work it through?**
3. Attention to Results – **Do we have alignment of direction?**
4. Team Accountability – **Are we willing to call one another out and keep focused on team targets?**
5. Commitment – **Do we feel a sense of belonging together and stick to our decisions and see it through?**

Figure 3 Outcome validation based on 5 key test questions