BEESON CONSULTING, INC.

CHARACTERISTICS OF EFFECTIVE
EXECUTIVE TEAMS

CHARTER

❑ Clear understanding of high-leverage areas requiring close collaboration and communication.

DIRECTION SETTING

❑ Mission and business strategy have been translated into a manageable set of clear business priorities.

❑ Shared ownership of business priorities.

DECISION MAKING

❑ Mechanisms are in place to permit appropriate input and involvement on the part of those affected by a decision.

❑ How important decisions will be made is clearly understood.

❑ Hard data, as opposed to opinion, are introduced into the decision-making process wherever possible.

❑ Mechanisms are in place to deal with differences of opinion and permit closure on important decisions in a timely way.

EXECUTION

❑ Accountabilities and timeframes for implementing major initiatives are clearly established.

❑ Vehicles are in place to ensure follow-up on implementation activities.

TEAM BEHAVIORS

- ❑ On shared priorities team members demonstrate an enterprise perspective (as opposed to a functional or parochial point of view).

- ❑ Communication and interaction within the team is characterized by candor.

- ❑ Team members share information freely and openly.

- ❑ Team members focus on issues, as opposed to personalities.

- ❑ There is support for risk taking: mistakes are viewed as learning opportunities.

- ❑ Conflict within the team is managed effectively: alternative points of view are freely expressed.

- ❑ Team members inject humor into their interaction.

- ❑ Team members demonstrate respect for the skills and contributions of other team members.

COMMUNICATION

- ❑ Vehicles exist for necessary communication and information sharing among team members on an on-going basis.

- ❑ Team members provide a common voice to the organization (regarding business strategy and priorities, key organization initiatives, etc.).

REWARDS

- ❑ The system of rewards, both formal and informal, supports the accomplishment of shared business goals.

- ❑ The system of rewards, both formal and informal, supports expected team behaviors.