



Leadership Team Case Study

1. The brief

Leadership teams should be smarter than the sum of their parts. We help senior teams develop three types of collective intelligence.

Emotional intelligence: how strong are the relationships between team members? Is there deep trust and productive dialogue?

Creative-analytical intelligence: how good are the team at defining the key issues, generating solutions and developing projects?

Practical intelligence: how well do the team turn their ideas into executional excellence, with robust plans, progress tracking and retrospectives to learn and optimize?

We've worked with 50 senior teams to help them become smarter than the sum of their parts.

2. The program

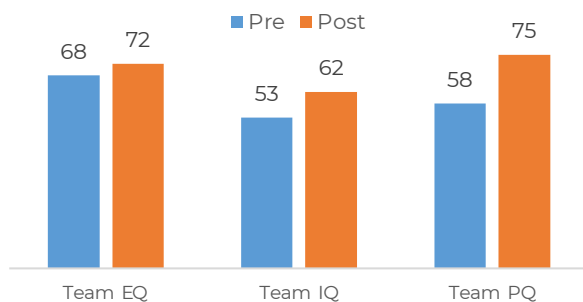
The following is an example program we ran with a 10-strong leadership team in a mid-sized media company.

Phase 1: **strategy development.** In this case study, we began with a leadership team that came from the two sides of a merger. The initial brief was to help them develop a 3-year strategy to deliver a set EBIT target. We also used the strategy development process to develop the team's collective intelligence.

Phase 2: **team development.** After the strategy was developed, we partnered with the leadership team over 12 months to develop a team behavioural charter, refine how they worked together as a team, and hold them accountable for execution of the strategy.

3. Outcomes: 12-month progress

We measure the progress of the leadership team by surveying them on behavioural; questions before and after the 12-month program. We were able to assess this leadership team on their EQ, IQ and PQ, giving a percentage score for each. Note that the team improved on all 3 elements.



The CEO said, 'Rob's engaging and insightful style has helped my leadership team work together to create and roll out our strategy. His ideas and frameworks have helped us to collaborate, to do our best thinking, and to turn our ideas into concrete plans and real business impact.'

4. Outcomes: A stronger team.

At the end of the program, we asked the team 'what are the strengths of this team now?' and here's what they said:-

- o *A clear and unified vision.*
- o *Strong commitment to the strategy, and a desire to succeed.*
- o *Powerful collaboration, based on mutual respect, acknowledgement of diverse perspectives, peer support, lack of ego.*
- o *Effective company-wide communication.*

A leadership team should be smarter than the sum of its parts, and this team became a powerful team which successfully navigated a challenging economic environment across 2020 and 2021.

