



## THE DYNAMICS OF THE MANAGEMENT TEAM

### Focus on team culture, a sure source of performance and longevity

Weary of constantly chasing after the "right" information and of having to make decisions in "firefighting" mode until finally they were left with no time to reflect on their vision and future strategy, a number of influential business leaders decided instead to opt for a culture of engagement, a shared culture focused on a single objective, **a culture of APPROPRIATING DECISIONS!**

Those leaders, and the results they are famous for, have had a major impact on others, inspiring them to success.

### **RESILIENCE:** a new approach to Leadership

Going back to the definition of resilience, which comes from the Latin verb *resilire* meaning to LEAP BACK, the term refers to an organization's ability to absorb disruption, to reorganize and continue to function after a « disturbance », to find a way to pick up and move forward.

Prior to the crisis, senior managers tended to focus their attention on strategy, looking forward and the priorities of the moment: some, however, failed to invest sufficiently in preparing for the future and by then it was too late to react... There needs to be a lapse of time between decision-making, implementation and the measurement of results, but these senior managers lacked three elements key to the continued success of their firms:

**anticipation, projection of « estimates », the culture of appropriation.**



V i s i o n  
S u c c e s s  
L o n g e v i t y

**We believe that only  
people fully involved  
and able to work as a  
team have the ability  
t o p r o d u c e  
exceptional results**

So how do some companies manage to weather crises and innovate despite ever-fiercer competition? How do they earn the admiration that comes their way and, most importantly, what is the secret of the resilience that enables them to secure their future ?

## ENSURING THE FUTURE

Our analysis of Presidents and CEOs of major corporations has shown that no strategy, no matter how formally expressed, can survive and be successfully implemented unless it is fully understood by the members of your management team and inspirational enough to win them over to your cause, to your vision. It is therefore vital to unite all these energies, to harness them to your sense of confidence. You might have the very best processes or strategies but, in the current economic climate, if you cannot work on the behavioral forces of your executive team, then your company is unlikely to feature amongst the long-term survivors !

## AN EXAMPLE OF LONGEVITY: **RESILIENT** firms

To cite a concrete example with which we are familiar – from having worked with Jack Welch, the General Electric CEO of the day – we have found that resilient corporations like GE all have a key point in common that makes for a successful organization :

**Buy-in to operational and strategic decisions from the people making up the organization.**

Why pay so much attention to their teams? Because they have realized that it makes far more sense to focus on their capacities to unite energies than on performance alone !

As President/CEO, if you want to steer your firm towards your objectives, harness it to your vision, create success and **stay in the game**, you need to supplement operational steering tools with medium-term, forward-looking strategic steering and, most importantly, you need to refocus the role of your Management/Executive Committee on a single, shared vision, a sharing of risk.

You have to raise their decision-making power to a higher level by creating a team culture, a culture of collaborative excellence. The members of your Management/Executive Committee must become leaders of implementation.

This aspect of leadership provides a solid base on which to found the continuity of your business over the long term.



Relying on our expertise, known as **STEER'EXECUTIVE**, Presidents have successfully taken up the challenge of rallying the strengths of their senior management team behind their ambitions and improving their handling of the difficulties involved in implementing decisions. The result is improved execution of strategy and an unrivalled approach to management and leadership from afar.

## SUMMING UP

Many firms would benefit from successfully implementing resilience management to ensure their long-term survival. To do so, they will need to embark on a dynamic of change, and to focus on their ability to unite energies, not merely on short-term performance. Yet many are failing to exploit their greatest pool of capacity and responsiveness : **the dynamics of their management team!**

**If you want to build the future of your company,  
build it with Highly Effective Management Teams !**

