

Knowledge Area Review (KAR)

Executive Team Best Practices – Product Sample



Executive Team Best Practices

KAR

PRODUCT SAMPLE: EXECUTIVE TEAM BEST PRACTICES (93 slides)

Commercial research relevant to most companies in an industry sector

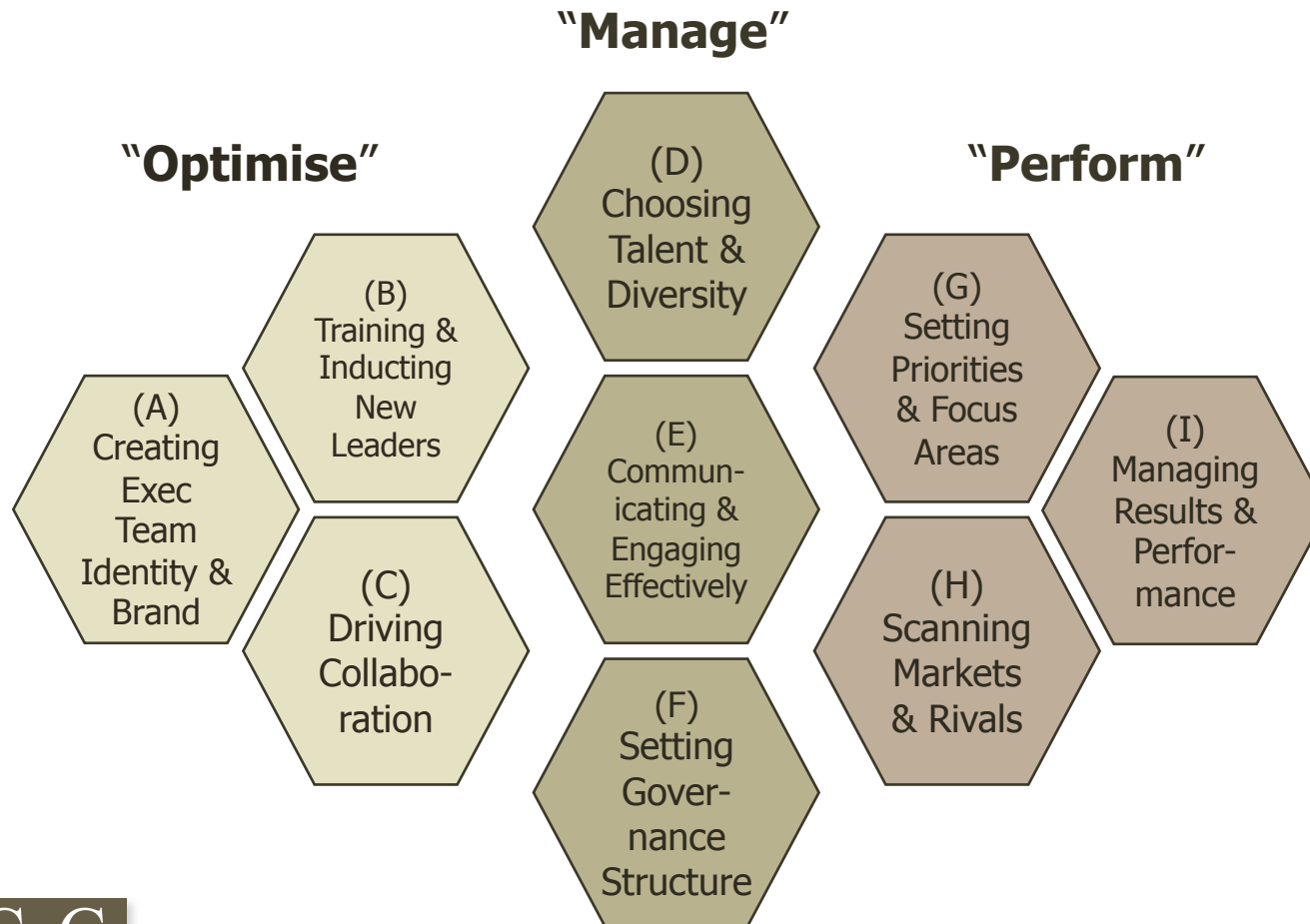
Executive Team Best Practices across a number of key topic areas

- Synthesises perspectives and experience of leading global consulting firms & corporations
- Describes 50+ insights across 9 distinct topic areas:
 - Optimise: a) Creating Executive Team Identity/Brand, b) Training/Inducting New Leaders, c) Driving Collaboration
 - Manage: d) Choosing Talent & Diversity, e) Communicating & Engaging Effectively, f) Setting Governance Structure
 - Perform: g) Setting Priorities & Focus Areas, h) Scanning Markets & Rivals, i) Managing Results & Performance
- Lists and summarises each insight, supported by case examples with relevant benchmarks / proof points called out
- Includes supporting material further describing key insights as well as relevant extracts from ICG Industry Insights Reviews
- References all exhibits to their original sources

Executive Team Best Practices

Framework Describes the Key Topics Covered in this KAR

We have grouped best practices under three broad themes, each containing a further three topics: "Optimise" which addresses establishing an executive team identity and working style; "Manage" which deals with how talent is chosen and engaged; and "Perform" which looks at prioritising and driving results



Creating Identity/Brand

A3 – Follow 5 Steps to Create a Leadership Brand

SAMPLE INSIGHT
(Report contains 50+)

Key Insight	Case Example
<p>Follow 5 Steps To Create A Leadership Brand</p> <p>Relatively few companies are able to establish leadership brands. You want your leaders to be the kind of people who embody the promises your company makes to its customers. Leadership brands are developed through the following steps:</p> <ol style="list-style-type: none">1. Do the basics of leadership – like setting strategy and grooming talent – well.2. Ensure that managers internalize external constituents’ high expectations of the firm.3. Evaluate leaders according to those external perspectives.4. Invest in broad-based leadership development that helps managers hone the skills needed to meet customer and investor expectations.5. Track success at building a leadership brand over the long term.	<p>General Electric whose motto is “imagination at work,” is a diversified company with \$163 billion in annual revenue. It is famous for developing leaders who are dedicated to turning imaginative ideas into leading products and services. A GE manager can be trusted to be a strong conceptualist as well as a decisive thinker; an inclusive, competent team leader; and a confident expert in his field.</p> <p>Johnson & Johnson, whose credo begins, “We believe our first responsibility is to the doctors, nurses and patients, to mothers and fathers and all others who use our products and services,” earned \$53 billion in revenue last year. It is celebrated for developing leaders who provide scientifically sound, high-quality products and services that help heal and cure disease and improve the quality of life. A J&J manager is known for being socially responsible and a stickler for product development and differentiation. She takes a product to market in a disciplined way; she is committed to building consumer trust, to product quality, and to safety.</p> <p>“Good help to those in need” is the mission of Bon Secours Health System, a non-profit health care firm based in Marriottsville, Maryland, that operates a variety of hospitals and nursing care facilities. Consistent with its purpose as a Catholic health care ministry, the 19,000-person organization develops leaders who put a premium on “reflective integration.” That means Bon Secours expects its managers to do more than just run health care units. They must also balance the business of health care with compassion and caring.</p>
<p>Potential Proof Points / Benchmarks</p> <ul style="list-style-type: none">❑ Develop a reputation for developing exceptional managers with a distinct set of talents❑ Earn trust that employees and managers will consistently make good on the firm’s promises to customers and stakeholders	