

## New Executive Team

By Douglas Gerber

### CHALLENGE

This Marketing Communications firm is a global leader in its field and a strong player in Asia. It had recently acquired another marketing firm and installed a new Executive Team in Asia. The team was multi-cultural consisting of British, Indian, Thai, Chinese, Japanese, and American. Some were left over from the old firm, but most on the team were new, including the Regional director. There was no sense of team; the new members brought in their own values and the old members brought the legacy from the past. The new Regional Director needed to establish himself firmly in the leadership role and bring the team together. He needed to instill a new culture into the team. What further complicated issues was that team members resided in different countries, making frequent face-to-face communication very challenging.

### SOLUTION

After interviews with key team members to understand the individual dynamics, a two-day offsite program was conducted. It was important for the team to understand one another, and we conducted a Harrison Assessment. All of the individuals' profiles' were discussed, and then plotted on a team graph to understand team dynamics.

Significant time was spent on getting to know each other including activities to bond at a level beyond work. After the teambuilding was started, the team was ready to focus on creating a compelling Vision for the future. This included half day of in depth vision work. It was critical to create a fresh blueprint for this new team. After the vision work the group conducted the FocusOne proprietary **"Live the Values"** process, in which the team creates and takes ownership on those things, which are most important to communicate, work together and interact. The magic lies in narrowing the values down to a few only, with which all the members of the group can own and identify. After the half day Values work, the group created the "imperatives" for success.



### OUTCOME

The teambuilding of this new executive team was a success. A strong foundation of trust, openness and transparency was built during the process. The Regional Director felt that in this very short time, the beginnings of a cohesive team were created. A clear code of communication was created. Sub groups were formed to lead projects, therefore ensuring regional team interaction. Where a dearth of culture existed, a new culture was being formed. The team learned not only to work together, but also to play together.

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