

Strengthening the Executive Team: Program Curriculum

Program Kickoff

Kickoff activities: During this meeting, your team will be oriented to the program goals and structure. As a team you'll discuss why you are doing this program and your team's starting point considering four different dimensions where effective executive teams excel.

Coaching session: You'll meet with a Bridgespan coach prior to the program launch to discuss your goals.

Step 1

Define the Right Work

Team Summit activities: During this meeting, your team will agree on the set of imperatives that you will spend meaningful time engaging on as an executive team.

Pre-Summit assignments: To prepare for the Team Summit, you will learn new ways to think about how you prioritize your time as an executive team. You will reflect on how you have used time in the past and nominate imperatives for consideration. Team submissions will be aggregated by the team's Project Lead and used as the foundation for the team workshop discussion.

Coaching session: You'll meet with a Bridgespan coach to discuss the imperatives nominated by your team and discuss potential next steps.

Step 2

Play the Right Role

Team Summit activities: As a team you will agree on what it looks like to play your role well for each imperative.

Pre-Summit assignments: To prepare for the Team Summit, you will review the roles typically played by an executive team and best practices for playing those roles. Then you will individually reflect on how you've made decisions and managed performance of critical work in the past. During the Team Summit, you'll learn about and then use a tool to map out roles and considerations for making decisions and managing performance of your imperatives.

Step 3

Have the Right Meetings

Team Summit activities: As a team, you will agree on a draft meeting map for the next year that supports engaging as a team on your imperatives. You will also commit to a set of meeting practices and supporting templates for more effective meetings.

Pre-Summit assignments: To prepare for the Team Summit, you will learn about different meeting forums commonly used by executive teams and how they support different purposes. You will recommend where (meeting forums) and how (specific topics and owner) you might engage on different topics. You will also review meeting best practices and recommend practices for your team to commit to for more effective meetings. Team submissions will be aggregated by the team's Project Lead and used as the foundation for the Team Summit discussion.

Step 4

Embrace the Right Dynamics

Team Summit activities: As a team, you will discuss the team dynamics most critical to your team's success and agree on a set of priority behaviors you will apply to support your work. You will also discuss how you will hold yourselves accountable for the changes you've outlined during this project and commit to next steps to complete this work, follow-up and measure progress, and make changes to your Team Playbook as appropriate.

Pre-Summit assignments: To prepare for the Team Summit, you'll learn about the dynamics of high-performing teams and nominate a short list of behaviors for focus by your executive team. You will also learn approaches to support organizational behavior change and recommend tactics and longer-term strategies to help your team hold itself accountable to the changes you've outlined in this program.

Coaching session: You'll meet with a Bridgespan coach to get feedback on your Team Playbook and discuss implementation and long-term behavior change.

Post-Summit follow-up: The Project Lead will share back with the team a Team Playbook capturing decisions and commitments captured as a part of this program.