Key Questions for Reflection About Executive Team Composition

Answer the following questions to determine if you have the right people on your executive team.

1. **Optimizing Team Composition**

   A. Is our team a manageable size with the right perspectives?  
      - Is the executive team a manageable size?  
        - 4-6 enables better discussion, ownership, and decision making  
      - Do we have the perspectives to do our work?  
        - E.g., organization-wide roles, demographic diversity, etc. (to surface more perspectives)

      B. Does our team have the competencies required to do the work?  
      - If not, can we develop them, or do we need to add to the team?

      C. Does our team get outside input when needed?  
      - If not, how can we get input from subject matter experts or other key stakeholders not in the room?

2. **Considering Two Top Teams**

   A. Is our executive team too large to be effective (8+ people)?  
      - If yes, see next question

   B. Should we consider two management teams?  
      - A smaller executive team, focused on strategic decisions and resource allocation  
      - A larger management team, focused on cross-organizational operations coordination, sharing staff input, and communicating across the organization

   C. If we have two teams, have we clearly defined the areas of work for each team?

3. **Evolving Team Composition**

   A. Do I need to make changes in the composition of the executive team to better align the team to the work we need to do?  
      - If so, can I take advantage of known turnover (e.g., CEO transition or natural attrition) or major strategic pivots (e.g., new strategic plan)?