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# Top Teams

*How Top Teams Can Absorb Ambiguity and Lead Their Organizations to Success*

# The Role of Top Teams in a Crisis

*In any crisis, top teams must help their organization navigate through four stages to be ready to come out stronger.*



## 1 Immediate Attention

- Gather information to understand the situation and immediate impacts
- Address primary emotional needs of workers and customer
- Clearly communicate areas of distinctiveness that need to be maintained
- Make difficult decisions with fairness, boldness, and agility
- Identify the need for technical specialists needed to implement decisions

## 2 Diagnosis & Transition

- Share the pain and address emotional needs
- Don't delay tough conversations
- Clearly communicate how decisions align with customer and investor expectations
- Absorb ambiguity and manage paradox by diagnosing the key operational and talent shifts needed to position for short-term recovery and long-term growth
- Communicate, communicate, communicate

## 3 Expert Attention

- Ensure alignment and consistent messaging about short- and long-term direction
- Build new ecosystems and corporate governance systems that connect with customers
- Align the strategic, behavioral, and operational agendas
- Convey confidence in the future (Believe)

## 4 Recovery & Growth

- Support the transition from events to patterns (align measurement, accountability, leadership expectations, etc.)
- Develop and empower individuals and teams throughout the organization (Become)
- Monitor levels of commitment (Belong) and reputation and respond as needed
- Maintain intensity of curiosity about external trends

# Transitioning to Recovery



*As we talk to organizations around the world, **most are transitioning from stage 3 to stage 4** and they will most likely stay there for the next 6-9 months.*

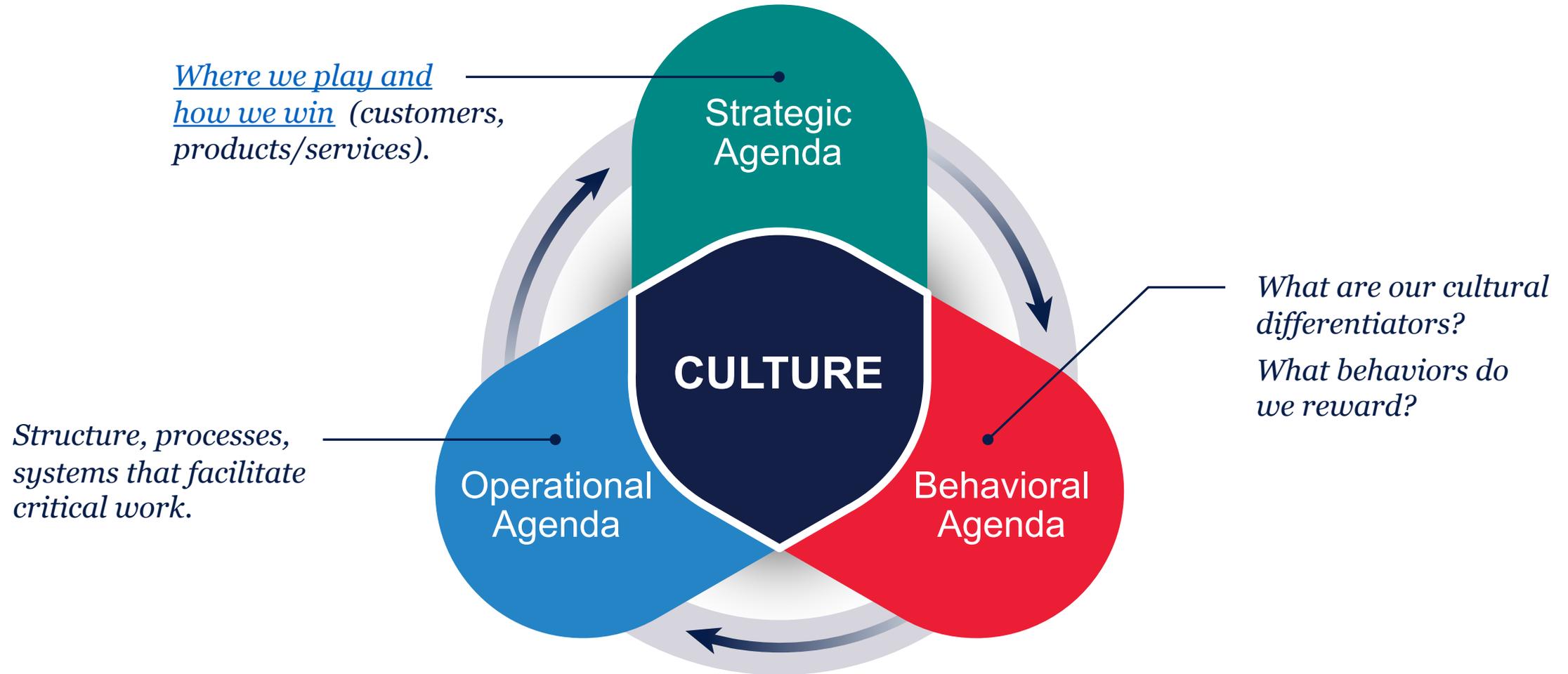
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# To successfully transition organizations to recovery and growth, Top Teams need to clearly define and align the strategic, behavioral, and operational agendas.



**The strategic agenda clearly defines where the business will play and how you will win in a changed (and changing) landscape.**



## Strategic Agenda

- Scan the environment, evaluate options,
- Identify critical paradoxes and sources of ambiguity, debate and seek alignment
- Set a clear direction / (Re)define the direction of growth and customer value proposition
- Convey confidence in the future. Share a compelling story with all stakeholders.

**Top Teams must then translate the strategic agenda into clear expectations for employees at all levels by defining and institutionalizing the “new” behavioral agenda...**



## Behavioral Agenda

- Define the behaviors needed by employees and leaders for the customer value proposition to be real to customers
- Identify and invest skill & behavior gaps that impact customer experience (directly or indirectly)
- Support the transition from events to patterns by sponsoring new routines
- Monitor levels of commitment and reputation

...and ensuring systems and processes are structured to optimize the most critical work from the customer's point of view.



## Operational Agenda

- Identify critical work processes that deliver capabilities needed for the strategic agenda
- Structure the organization to optimize these processes and align work to support intended outcomes
- Diagnose critical positions (current and future) and staff with key talent
- Implement governance systems, and metrics and technology-enable to measure impact
- Deliberately eliminate unnecessary work to ensure agility

# Top Team Performance Impacts the Top and Bottom-Line

*As RBL has helped top teams improve their ability to connect the strategic, behavioral, and operational agendas, they have seen compelling results.*

## Examples Include:

Reduced operating costs of \$100M/year while stock price rose 71% and outperformed the FTSE by a factor of 2.

[Read more](#)

Cost reductions of \$190M in 2 years while stock price doubled and recognized as a top employer.

[Read more](#)

Exceeded JV economy of scale targets by 60% *and* created a highly-engaged culture.

[Read more](#)

Improved sales per location by 28%.

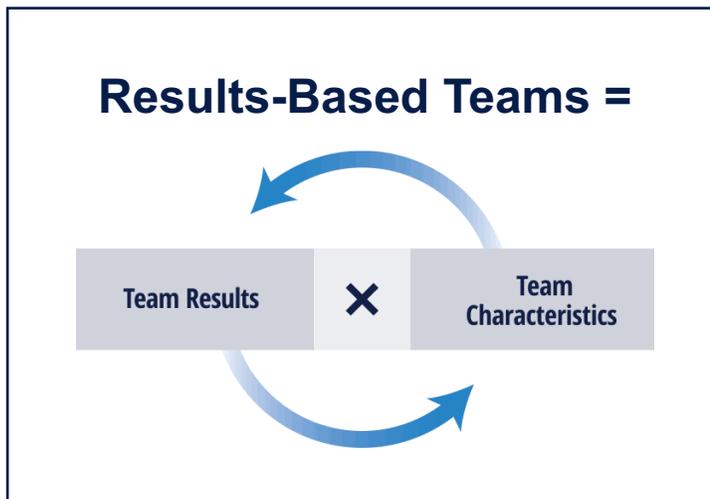
[Read more](#)

Increased profit by over \$1 billion dollars.

[Read more](#)

# Other Results-Based Teams Solutions

In addition to our work helping top teams transition to growth, RBL has deep experience working with teams at all levels. The offerings to the right represent just some of the team interventions RBL has used to help organizations deliver better results.



*The RBT Workshop: Ensuring Functional Team Articulation*

*Result-Based Teams: Basics and Fundamentals*

*Goal Setting and Measuring Results: Defining the ROI of Teams*

*Team Problem Solving: Facilitating Group Decisions*

*Team Roles and Responsibilities*

*Leading Virtual Teams*

*Result Based Meetings: Having Effective Team Meetings*

*Managing Team Performance and Continuous Improvement*

*Planning for Action: Selecting Team Members and Creating a Team Charter*

*Managing Team Conflict: Facilitating Team Interactions*

# We can help.

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