

Executive Team Assessment – Getting ready for your next challenge

By Julien ROZET CEO of Alexander Hughes, Corinne DELIAS Client Partner at Alexander Hughes Paris, Ignacio PASCUAL PAZOS Client Partner Alexander Hughes Spain

The world is becoming increasingly tangled and globalized, and new technologies like artificial intelligence are offering tremendous opportunities for growth – and the risk of disrupting entire markets.

If companies hope to survive in this volatile, uncertain, complex and ambiguous world, they must rethink their strategy and equip their organizations to adapt to changes in order to sustain growth.

To do this, the executive team plays a key role. It must set the direction of the company and also drive its strategy to capitalize on these emerging opportunities. But how do you know if your company has the right people and the right executive team to implement this strategy, overcome challenges and deliver performance?

This is a crucial question to ask, and a daunting one. There's no single recipe for a team to succeed. Even a star-studded team can fail to deliver on the next digital transformation program, or they can react too slowly to a market downturn. This can put the company's growth at stake.

With such challenges, what should companies do?

Appraisal is a good way to start. By assessing the executive team, a company can determine if its leadership has what it takes to succeed even before embarking on a new business challenge. The appraisal can identify exactly what makes the leadership team strong at times of adversity, and it can also spot a need for development, determine the competencies required for developing certain elements of a strategy, and uncover a weak link in the team that needs replacing.

Better still, assessments can be customized to include specific competencies and performance factors to appraise the leadership's capabilities at the individual and team levels. The assessments can also be based on whether the company is poised to acquire a competitor, launch a new product, expand abroad, or do something else. The appraisal brings to the company valuable insights into each team members' leadership style, motivations and work preferences – what they like to do on the job, which role they like to play in a team – and how the team functions as a whole.



Alexander Hughes experience shows that a well-balanced team is not enough to deliver performance; their leadership skill, ambition and engagement are all essential elements in the equation when it comes to high-performing teams.

“The whole is greater than the sum of its parts.” (Aristotle)

Assessments also expose the team's dynamics, which has a strong influence on team effectiveness and an organization's success. How decisions are made and how power and influence are built and managed by the executive team as a unit are forces that underpin its ability to deliver growth. Dynamics also impacts how a team reacts, behaves and ultimately performs.

The effects of team dynamics can be complex and difficult for an untrained eye to separate from the underlying company culture. But it is important for companies to look beyond individual competences to understand what makes the entire team thrive.

Alexander Hughes human capital services are an effective tool that gets right to the heart of a leadership team's engagement and performance. It points out directly what's driving or hindering a team's performance.

“Coming together is a beginning. Keeping together is progress. Working together is success.” (Henry Ford)

Another focus for companies should be on bringing their leadership teams into alignment with strategy, which can make the difference in the organization's ability to achieve its goals.

Many companies simply assume that their executive team is fully in line with the overall



strategy. But to harness the potential of new trends, strategic adjustments must be made continually, and these shifting priorities may cause the executive team to gradually lose sync and momentum, slowing their ability to create change and adapt.

This makes the evaluation of executive team's alignment and cohesion a critical

dimension in the assessment process.

At Alexander Hughes, we believe that detecting a misalignment in the leadership team early on can be the first step to putting performance back on track.

“If you could get all the people in the organization rowing in the same direction, you could dominate any industry, in any market, against any competition, at any time” (Patrick Lencioni)

A team's ability to achieve and sustain performance is a result of each member's energies and talents, and also the level of synergies it generates. Teamwork is good chemistry. If the energy levels in a team are not kept constant, performance can falter if the business or market environment changes.

Preparation is key

Putting the executive team under the spotlight to get an accurate picture of their capabilities is the keystone for preparing the company to succeed in the next strategic challenge.

However, the assessment process can be sensitive. This is where an experienced external facilitator like Alexander Hughes can help with appraisals. We can provide a comprehensive overview of the company while also taking advantage of our deep market knowledge, all without interfering in the everyday routine of the business.

The best assessment services combine assessment skills, relevant industry experience and the ability to understand the organization's unique challenges.

The results of executive team assessments are more than beneficial. With them, leadership teams at every level of the organization can be equipped to rapidly accelerate performance and unlock what is needed to achieve consistently higher business performance, even at times like these when disruption is around the corner in every industry.



Julien Rozet, CEO of Alexander Hughes

Under Julien's leadership, Alexander Hughes has deepened his focus on human capital services besides his traditional executive search, governance and board services.



Corinne Delias, Client Partner of Alexander Hughes Paris

Corinne has assessed hundreds of leadership teams around the world.



Ignacio Pascual Pazos, Client Partner of Alexander Hughes Spain

Ignacio deals daily with team assessment projects worldwide.

About Alexander Hughes: Alexander Hughes developed its in-house methodology for human capital appraisal based on our experience in executive searches. Our expertise in leadership team assessment incorporates the benchmarking abilities we've accumulated through years of search projects. For more information, please visit:

www.alexanderhughes.com.

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More about us: www.alexanderhughes.com

Media contact: Valeria Brancato - v.brancato@alexanderhughes.com

Réjane Campisi-Barea - r.campisi@alexanderhughes.com