

APPLICATION: Team development for strategic-level teams

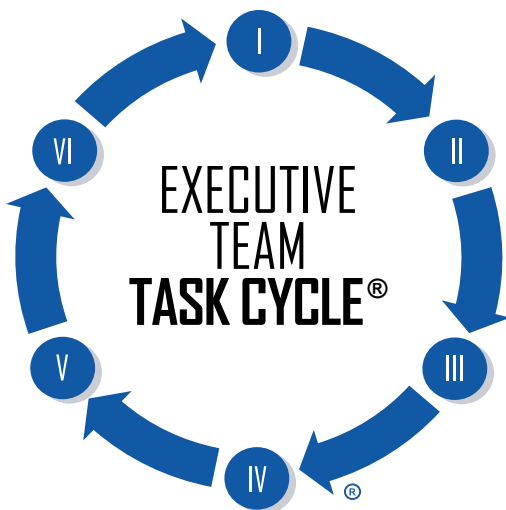
AUDIENCE: Teams with strategic responsibility

RESPONDENTS: Team members, team leader, and observers of the team

QUESTIONS: 77 questions, 3 open-ended

Executive Team (ET) provides feedback for a strategic team on their shared responsibility for generating a vision for the organization and managing day-to-day operations. Successful executive teams have the skills necessary to oversee the company's growth and guide it through change. Teams at this level develop goals and strategies that keep the organization competitive. Members must collaborate and coordinate to effectively optimize decisions, balancing their role in the organization with their role in the team. The ET measures an executive team's ability to impact the organization.

THE ET TASK CYCLE®



The Task Cycle is a validated organizing tool that can help leaders know where to focus their development. It is presented as a logical sequence of events, with each phase contributing to achieving the final goal. A leader's performance across the Task Cycle phases is predictive of how others perceive their impact on the organization.

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I. CLARIFICATION OF STRATEGIC GOALS

Establishing and communicating clear goals, and pursuing innovative ideas.

II. PLANNING AND DECISION-MAKING

Aligning plans with marketing efforts, making decisions collaboratively, and being sensitive to others' reactions to change.

III. TEAM STRENGTHS

Utilizing specialized knowledge and expertise, effectively managing conflict, and fostering a cooperative atmosphere.

IV. FEEDBACK

Monitoring results and assessing the impact of plans and decisions.

V. EXERCISING CONTROL

Demonstrating enthusiasm, setting performance standards, balancing competition and cooperation, and confronting short- and long-term issues.

VI. RECOGNITION

Acknowledging the contributions of others.

OUTCOMES

Tension/Stress Level and Effectiveness/Outcomes are leveraged through the mastery of Task Cycle phases.