



Contents

| | |
|--|----------|
| Introduction: Who's in the Room? | 1 |
| PART ONE: FROM PROBLEM TO PORTFOLIO | 5 |
| 1 Most Companies Are Run by Teams with No Names | 7 |
| The Myth of the Top Team | |
| Illusion and Reality | |
| The Problem That Isn't There, But Won't Go Away | |
| 2 Team Building Won't Solve the Problem | 21 |
| When the Shrinks Go Marching In | |
| After the Shrinks Have Gone | |
| 3 Don't Blame the Boss | 29 |
| In Search of the Ideal Leader | |
| Inside the Box | |
| Do the "Rights" Thing | |
| 4 Four Fundamental Conflicts at the Heart of Senior Management Teams | 41 |
| Mission Control Versus Knights of the Round Table: | |
| Functional Specialists or Reflections of the CEO? | |
| The Team Versus the Legislature: The Representative | |
| from Finance, the Senator from Operations | |
| The House Versus the Senate: Are Some More Equal | |
| Than Others? | |

viii CONTENTS

| | | |
|---|---|-----------|
| | The Majority Versus the Majority: The Impossibility of Deciding | |
| | Maybe the Problem Is That There Is No Problem | |
| 5 | Case Study: How One CEO Transformed His Top Team | 57 |
| | The Past as Prologue | |
| | Moving from a Single Top Team to Multiple Teams | |
| | The Team That Sits Together Works Together | |
| | Tailoring the Structure to Suit Your Needs as a Leader | |
| 6 | Best Practices: Design an Organization That Delivers the Outcomes You Need | 73 |
| | The Three Centers of Gravity | |
| | Flexing in Five Dimensions | |
| | The Portfolio and the Payoff | |
| | PART TWO: THE SENIOR MANAGEMENT TEAM UNBOUND | 91 |
| 7 | Engage the Senior Management Team in Three Critical Conversations No Other Team Can Have | 93 |
| 8 | Align the Senior Management Team Around a Common View of the World | 99 |
| | The Starting Point: Aligning Around Trends | |
| | Clustering Trends into Drivers of Change | |
| | Understanding Capabilities and Assets | |
| | Walking the Boundaries of the Company: Testing Walls and Fences | |
| | Defining and Selecting Opportunities | |
| 9 | Prioritize and Integrate Initiatives to Hit the Strategic Bull's-Eye | 119 |
| | Asking the Nearly Impossible: Prioritizing Initiatives | |
| | The Real Source of the Difficulty | |
| | Changing the Conversation | |



CONTENTS ix

| | | |
|----|--|-----|
| | It's All Relative | |
| | Hitting the Bull's-Eye: Making Initiatives Work Together | |
| 10 | Move from “ <i>Should</i> We Do This?” to “ <i>How</i> Do We Do This?” | 145 |
| | It All Depends: Why Initiatives Fail | |
| | Putting on the Brakes: The Value of Parochialism | |
| | The American Red Cross: Managing Dependencies at the Speed of Disaster | |
| | Going from “Should” to “How” | |
| | Fixing What's Actually Broken | |
| 11 | Tailor Your Portfolio of Teams for Top Performance Now | 167 |
| | Thinking It Through | |
| | Putting the New Approach into Motion | |
| | Repurposing the SMT | |
| | Who's in the Room? | |
| | Acknowledgments | 179 |
| | The Author | 183 |
| | Index | 185 |

