

Unlocking Executive Team Performance Through Behavioural Insight

A senior leadership team of twelve executives recognised that, despite the talent and experience within the group, they were not achieving the level of performance they believed was possible. Highly capable individuals with a strong commitment to the organisation, they nonetheless lacked a shared understanding of the behaviours either enabling or constraining their collective effectiveness.

Adding to the challenge, the team had previously engaged with two separate organisational development initiatives led by external coaches. Despite significant time and effort, neither intervention delivered lasting change or measurable improvements. As a result, there was understandable scepticism about whether another team development programme would provide any real value.

The team knew they wanted to perform at a higher level but were largely unaware of – or unwilling to openly acknowledge – the behaviours that were limiting their effectiveness. This case study explores how a targeted, evidence-based approach cut through that scepticism and created the conditions for genuine, sustained change.

12 Executives

Senior leadership team seeking higher collective performance

2 Failed Interventions

Previous programmes delivered no lasting change or measurable improvement

1 Core Problem

No shared language or understanding of behaviours limiting effectiveness

The Situation: Diagnosis, Dialogue & Focused Development

The Team Behaviours Index (TBI) was introduced as a team self-assessment diagnostic to provide an objective view of how team members perceived their collective behaviours. The assessment process was simple and unobtrusive, requiring minimal administrative effort. Once completed, the TBI report provided a clear picture of behavioural strengths, development opportunities, and areas where perceptions differed across the team.

Most importantly, the report acted as a catalyst. Rather than presenting a solution, it created the conditions for meaningful discussion. Team members began to openly explore how they believed they were behaving as a leadership team, compare perspectives, and discuss the impact of those behaviours on performance. Through this process, the team developed a shared language and a common understanding of the behavioural dynamics influencing their effectiveness.

The diagnostic also helped identify the areas that mattered most, allowing development efforts to focus on the priorities the team itself agreed would have the greatest impact. Four targeted development workshops were subsequently delivered, each focusing on a specific aspect of team effectiveness identified through the TBI results. Conversations became more candid, deeper, and more constructive. Team members explored difficult topics that had previously remained unspoken and developed practical actions to address them.

Crucially, progress did not stop when the workshops ended. The discussions generated meaningful actions outside the sessions themselves, creating momentum for continued development and embedding behavioural change into the team's day-to-day interactions.



The Outcome: From Aspiration to Action

The team achieved a significantly greater awareness of both individual and collective behaviours. Moving from discussing performance as an aspiration to actively developing the behavioural foundations required to achieve it, the result was not a one-off intervention but the beginning of a sustained journey towards greater effectiveness as a leadership team.

Shared Understanding

A common view of the behaviours supporting and hindering team performance, agreed upon by all twelve members.

Greater Openness

Increased honesty and candour in leadership discussions, with difficult topics addressed directly and constructively.

Improved Alignment

Stronger alignment around team priorities and agreed ways of working across the leadership group.

Meaningful Actions

Concrete steps taken between workshops to reinforce desired behaviours and sustain momentum beyond the sessions.

Ongoing Development

Continued growth of leadership capabilities and an increased capacity for higher performance over time.

Accountability and visibility

The sponsor was able to track and manage progress, and unblock any issues

Consultant Perspective: Insight That Accelerates Impact

What Made the TBI Effective

The assessment process was straightforward to administer, requiring very little overhead while generating rich and valuable insight.

Reports were produced at the press of a button, and provided clear, evidence-based outputs that immediately stimulated meaningful conversations among participants.

Rather than spending significant time gathering qualitative observations before understanding where to focus, the TBI quickly revealed both strengths and development opportunities. This enabled intervention planning to begin with confidence and clarity.

Workshop Materials That Delivered

Each workshop was supported by high-quality materials, detailed facilitation guidance, and professionally designed presentation content aligned to executive-level audiences. This reduced preparation effort significantly while maintaining a high standard of delivery.

The quality of discussions, participant engagement, and feedback following the workshops demonstrated that the approach resonated strongly with the leadership team. The combination of diagnostic insight and ready-to-use intervention materials accelerated the development process and helped create conditions for lasting behavioural change.



Articulate Strengths & Priorities

Clearly communicate team strengths and development priorities backed by evidence-based insight.



Rapid Diagnosis to Intervention

Move quickly from assessment to targeted action without lengthy qualitative data-gathering phases.



Highly Engaging Workshops, Low Build Effort

Deliver high-quality sessions without creating materials from scratch, freeing focus for facilitating change.

Key Takeaway

The Team Behaviours Index did more than identify behavioural challenges. It provided the catalyst for honest dialogue, shared understanding and focused action.

By helping a previously sceptical leadership team see and discuss their behaviours with clarity, the TBI enabled a practical and sustainable path towards higher performance. The approach succeeded where two prior interventions had failed; not by offering another programme, but by creating the objective, evidence-based foundation that made genuine conversation possible for the first time.

The result was a leadership team that moved from aspiration to action, from avoidance to openness, and from isolated capability to collective effectiveness. Development did not end with the workshops; it became embedded in the team's everyday interactions and continued to build momentum long after the formal sessions concluded.

Low Effort to Deploy

Minimal administration with maximum diagnostic value

Clear Insight

Evidence-based outputs that spark immediate, honest dialogue

Targeted Intervention

Focused workshops aligned to the team's own agreed priorities

Measurable Progress

Sustained behavioural change embedded beyond the sessions