Your strategy doesn't fail on paper. It fails in the teams expected to deliver it.

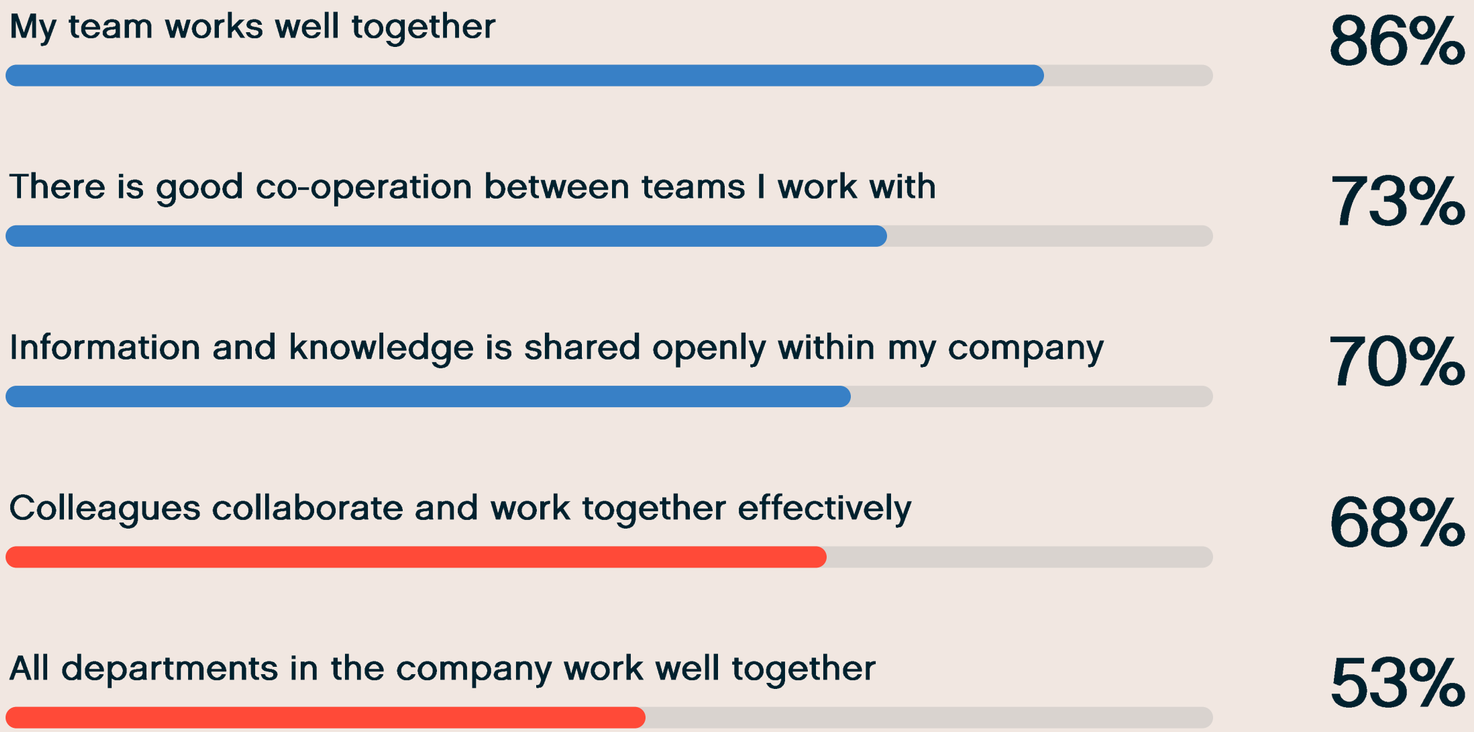
Repeated every day across multiple teams, small amounts of friction become a significant drain on organisational capacity - and when you are asked to deliver more with less, that friction becomes expensive.

ets.

Teams work. It is the boundaries between them that don't.

ETS benchmark · favourable responses

The closer people are to their own team, the stronger the experience. As work crosses organisational boundaries, effectiveness falls away - yet almost every major priority depends on crossing them.



— 03 - WHAT WE SEE

Team friction rarely looks like failure. It looks like work.

01

Competing priorities

People protect their own function when the collective agenda requires trade-offs.

02

Slow decisions

Meetings multiply, decisions are revisited and ownership becomes blurred.

03

Challenge disappears

Capable people stop saying what they really think. Assumptions go untested.

04

Accountability weakens

Actions are agreed, but ownership and follow-through become inconsistent.

05

Silos harden

Teams optimise their own part of the organisation rather than the whole.

They build collective effectiveness deliberately - across six fundamentals.

01 PURPOSE

They know why the team exists: the contribution no individual could deliver alone.

02 PRIORITIES

Trade-offs are discussed openly, and people put the enterprise agenda ahead of their own when required.

03 PRINCIPLES

Trust and psychological safety allow challenge, disagreement and healthy conflict without damage.

04 PROCESSES

Their meetings have purpose, decision rights are understood and actions have owners.

05 PROFILE

They manage how the team is experienced. Debate inside the room; alignment outside it.

06 PERFORMANCE

They own outcomes together and keep asking how they could work better as a team.

— 05 - PROOF

Team effectiveness can change - and the change is measurable.

ETS EXECUTIVE TEAM PROGRAMME

4.19 → 5.10

Average team score across 19 measures

Measured before and after the intervention, on a seven-point scale.

LARGEST SHIFTS

Shared purpose	+ 65%
Collective identity	+ 71%
Shared objectives	+ 51%
Communication	+ 28%
Accountability	+ 31%
Psychological safety	+ 29%

ets.

Facing 32% turnover, high early attrition, and concerns around wellbeing and employee voice, a fundamental shift in how this organisation's leadership team were working, was required

Questions for your executive team

01 Are we clear on what our most critical teams uniquely exist to deliver?

02 When functional and enterprise priorities compete, which one really wins?

03 Can people challenge each other honestly - particularly the most senior person in the room?

04 Are decisions being made at the speed the organisation now requires?

05 Do teams own outcomes collectively, or revert to functional accountability?

Do you want to measure your teams?

When did you last measure how effectively your teams work together? ETS tools and programmes combine business psychology, team insight and practical action across six fundamentals – get in touch to discuss how we can help your teams be more effective at delivering what is expected of them today.

ets.

info@etsplc.com
etsplc.com