

Building Great Teams is Top Management Priority

Effective Team Building is the number one skill that new managers must possess if they want to thrive in today's economy. Senior managers and Human Resource specialists are united in this belief, according to a survey conducted by The NBO Group.

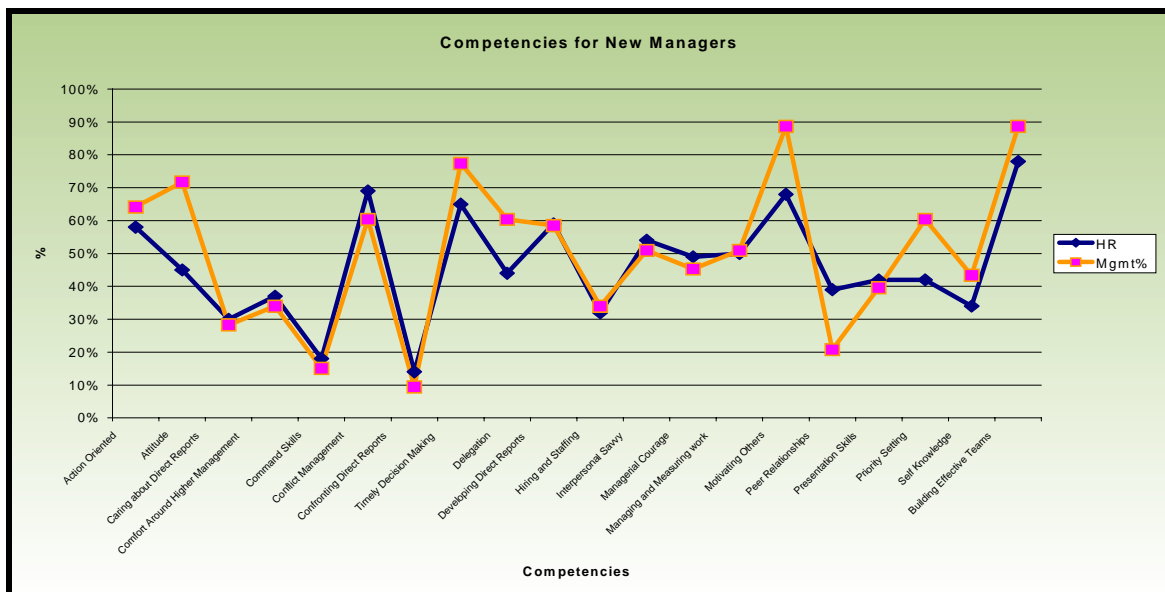


The survey listed 20 Competencies for New Managers and asked respondents to identify those competencies that were most important to their organizations. Two separate groups were canvassed – Senior Management and Human Resource specialists – drawn from global MNCs as well as locally-based Asia-Pacific organizations.

Both groups identified **Building Effective Teams** as the most essential skill – this came top for 89% of senior managers and 78% of HR personnel. **Motivating Others** and **Timely Decision Making** also made the top five for both groups. Senior managers rated **Building**

Effective Teams and **Motivating Others** equal first at 89%, while HRs rated **Motivating Others** at 68%. **Timely Decision Making** scored 77% from the Senior Management vote, and 65% from the HR group.

Just three competencies received a significantly different rating from the two groups (a gap of more than 15%). These were **Attitude** (Senior Managers 72%; HRs 45%); **Peer Relationships** (Senior Managers



| Senior Management | | Human Resources | |
|--------------------------|-----|---------------------------|-----|
| Building Effective Teams | 89% | Building Effective Teams | 78% |
| Motivating Others | 89% | Conflict Management | 69% |
| Timely Decision Making | 77% | Motivating Others | 68% |
| Attitude | 72% | Timely Decision Making | 65% |
| Action Oriented | 64% | Developing Direct Reports | 59% |

The top five competencies for both groups

21%; HRs 39%); and **Priority Setting** (Senior Management 60%; HRs 42%).

The survey was sent to 758 individuals, by post and by e-mail. The response rate exceeded 20% - which is very high for a survey of this type.

"We weren't too surprised that Effective Team-building came first," said Gary Nelson, Managing Director of The NBO Group. "Global working practices and Mergers and Acquisitions have created a pressing need to understand other cultures, other ways of working. Companies can only capitalize on the opportunities available

if people work together effectively as teams, across functions, across borders."

"We are delighted with the response to our survey," continued Mr Nelson. "We circulated the e-mail version one morning and by lunch-time replies were coming through thick and fast. This initiative demonstrates that developing new managers is a top priority in the region." He added that The NBO Group will be working closely with respondents to introduce a suite of new products that meet management training needs identified by the survey. ■

| Results of Survey Responses | | | | | |
|-----------------------------|----------------------------------|-----|------------|----------------------------------|-------|
| HR | | | Management | | |
| No | Competencies | HR% | No | Competencies | Mgmt% |
| 1 | Action Oriented | 58% | 1 | Action Oriented | 64% |
| 2 | Attitude | 45% | 2 | Attitude | 72% |
| 3 | Caring about Direct Reports | 30% | 3 | Caring about Direct Reports | 28% |
| 4 | Comfort Around Higher Management | 37% | 4 | Comfort Around Higher Management | 34% |
| 5 | Command Skills | 18% | 5 | Command Skills | 15% |
| 6 | Conflict Management | 69% | 6 | Conflict Management | 60% |
| 7 | Confronting Direct Reports | 14% | 7 | Confronting Direct Reports | 9% |
| 8 | Timely Decision Making | 65% | 8 | Timely Decision Making | 77% |
| 9 | Delegation | 44% | 9 | Delegation | 60% |
| 10 | Developing Direct Reports | 59% | 10 | Developing Direct Reports | 58% |
| 11 | Hiring and Staffing | 32% | 11 | Hiring and Staffing | 34% |
| 12 | Interpersonal Savvy | 54% | 12 | Interpersonal Savvy | 51% |
| 13 | Managerial Courage | 49% | 13 | Managerial Courage | 45% |
| 14 | Managing and Measuring work | 50% | 14 | Managing and Measuring work | 51% |
| 15 | Motivating Others | 68% | 15 | Motivating Others | 89% |
| 16 | Peer Relationships | 39% | 16 | Peer Relationships | 21% |
| 17 | Presentation Skills | 42% | 17 | Presentation Skills | 40% |
| 18 | Priority Setting | 42% | 18 | Priority Setting | 60% |
| 19 | Self Knowledge | 34% | 19 | Self Knowledge | 43% |
| 20 | Building Effective Teams | 78% | 20 | Building Effective Teams | 89% |