

Ch7 Abstract

High-performance environments such as boards are well known for their metamorphic effects on the organizations they oversee. They are unnatural environments for collective ownership, which is a critical element in high-performance teams. Yet very little has been written about the experiences of individual members in their own words in these conditions, and how they navigate unpredictable and unseen forces that inform their decisions. This chapter is based on the words and experiences of one female and four male members of a senior management team, and of eight males and two females of a board. In both, members were experiencing conflicts that were felt to be personally relevant. This chapter identifies and discusses the notions of 'key dynamics' and 'driving dynamics' which revealed themselves as two phenomena that have pivotal roles on board performance. The concepts and roles of key and driving dynamics are thus shown as critical to the success of constructive cultures and performance in multidisciplinary teams, groups, interdisciplinary teams and operational teams.

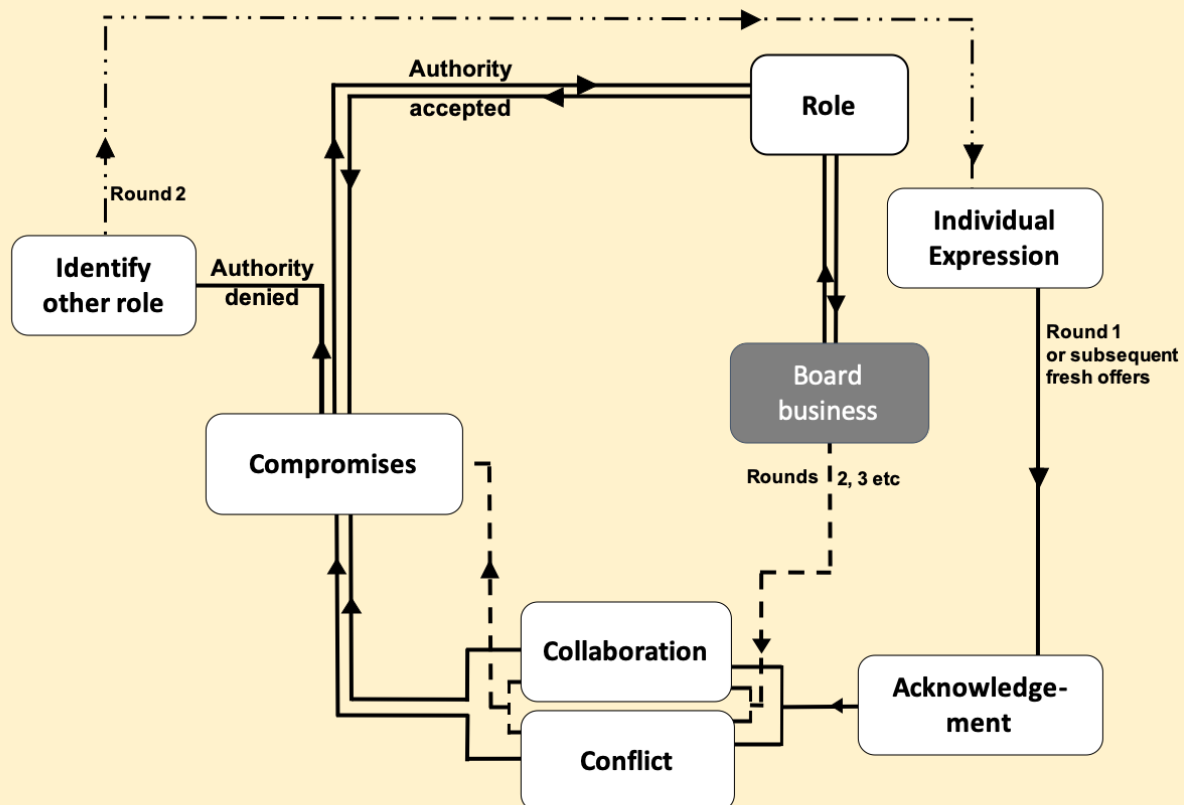


Figure 7.2 Informal processes applied by the board for mediating dynamics, authority and role