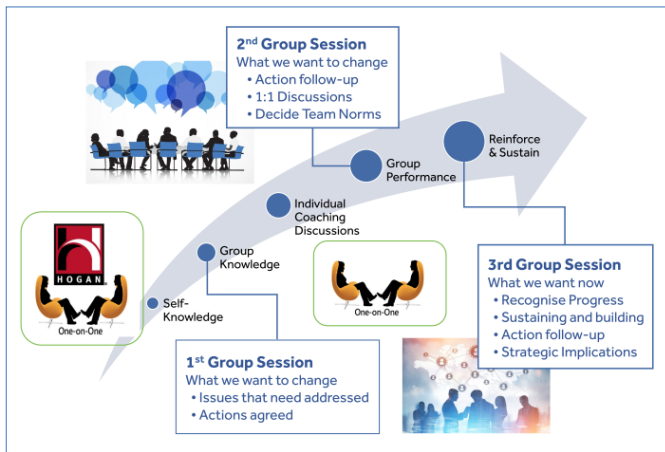


The Division Head wanted his EMEA Leadership team to be more effective as a team to improve cross-division working and communication with joint stakeholders. ChangeWave’s Senior Team Development Programme was chosen as its flexible format delivers to address a team’s specific needs.

The Senior Team Development Programme



Initial Assessments using Hogan

This tool explores individuals’ strengths, and leadership style, providing actionable insights for development. Prior to the first workshop all team members completed the assessment and had 1:1 feedback and a debrief with their ChangeWave coach.

Workshop 1 Focus – Taking Stock and Taking Action

- Understand how individual strengths and styles determine team interactions and performance. Both the positives and the challenges.
- Define the vision – “what type of team do we want to be?” and “what do we want and need to change?”
- Agree priorities for change and identify agreed actions



How:

ChangeWave used the Hogan data and individual debriefs to generate the overall team profile and the team “personality”. These were used in workshop 1 to explore how the team members naturally work together and how the team would be perceived by stakeholders in the wider organisation and externally to the firm.

A range of team operating models was introduced and discussed. The team agreed which model was needed for this team to be successful and why.

As a result, coordinated actions were agreed to improve effectiveness and teamwork.

Workshop 2 Focus – Building Team Cohesion, Performance and Maturity

- Establish which dimensions of behaviours people are willing to change
- Work on live issues to create new agreements on team behaviours
- Establish a much more focussed common agenda
- Agree how team communication could best support the agenda
- Agree a new action plan to implement the changes

How:

Simple online surveys were used before workshop 2 to assess the team on the 5 critical areas that high performing teams need to master. The results were given in the form of a “Team Maturity Heatmap” to illustrate “red zone” issues where action was needed.

During the workshop the team identified ways of applying their individual strengths to focus on their core red zone issues for the benefit of overall team performance. This approach encouraged collective responsibility and shared accountability for the action plan they took away for implementation.

Workshop 3 Focus – Sustaining Results and Continuing Improvement

- Review and acknowledge progress to reinforce commitment to better working processes between and across teams
- Agree actions to close gaps between “what we want” and “where we are now”
- Explore how to maintain performance under rising strategic pressures

Team view of progress / benefits so far



How:

The group reviewed progress and what was still to be achieved. They identified tangible improvements and agreed how to build on this to meet future challenges. The focus was on closing the gap between the team’s ambition and where they were. The motivation to sustain efforts was created.

Programme Results

The team saw results right from the initial sessions. They had quick wins by bringing colleagues in earlier to gain more perspectives. Between workshops team awareness developed and grew. Interactions became positive and supportive and team members actively listened to each other much more.

They became more adept at having “difficult” conversations, gaining perspective and objectivity, improving the quality of decisions. They began to problem solve together with less input from the top and found it was much easier to get things done. They launched several strategic initiatives proactively having identified some common issues and felt ahead of the game. The boss was pleased with the results; having a more effective team gave him more time to take a strategic view and look externally.

Feedback from stake-holders highlighted major performance improvements:

- Much better performance individually and as a team
- The team is more strategic, pro-active and influential
- They have greater trust and openness, giving better and faster decision making
- The team produces clear and cohesive messages to stakeholders, building higher credibility
- The team members are better leaders of their own teams

Heatmap results show the substantial improvements in team cohesion and internal interactions. This also reflects the changes in motivation and morale.

After Workshop 2

| | | Absence of Trust | Fear of Conflict | Lack of Commitment | Avoidance of Accountability | Inattention to Results |
|-------------|--------|------------------|------------------|--------------------|-----------------------------|------------------------|
| Individuals | a | 4 | 7 | 4 | 7 | 5 |
| | b | 4 | 9 | 7 | 6 | 5 |
| | c | 8 | 7 | 5 | 7 | 5 |
| | d | 5 | 8 | 8 | 6 | 6 |
| | e | 5 | 8 | 7 | 7 | 6 |
| | f | 3 | 7 | 8 | 7 | 4 |
| | g | 5 | 7 | 6 | 4 | 5 |
| | h | 5 | 6 | 8 | 6 | 6 |
| | i | 7 | 9 | 7 | 8 | 6 |
| | j | 7 | 9 | 9 | 8 | 7 |
| Whole Team | Mean | 5.3 | 7.7 | 6.9 | 6.6 | 5.5 |
| | Median | 5 | 7.5 | 7 | 7 | 5.5 |

After Workshop 3

| | | Absence of Trust | Fear of Conflict | Lack of Commitment | Avoidance of Accountability | Inattention to Results |
|-------------|------------|------------------|------------------|--------------------|-----------------------------|------------------------|
| Individuals | r | 5 | 9 | 7 | 8 | 4 |
| | s | 6 | 9 | 9 | 6 | 6 |
| | t | 7 | 8 | 9 | 7 | 6 |
| | u | 8 | 9 | 8 | 6 | 7 |
| | v | 7 | 9 | 8 | 7 | 5 |
| | w | 7 | 9 | 8 | 8 | 9 |
| | y | 8 | 8 | 9 | 9 | 7 |
| | x | 6 | 9 | 8 | 7 | 5 |
| | Whole Team | Mean | 6.8 | 8.8 | 8.3 | 7.3 |
| Median | | 7 | 9 | 8 | 7 | 6 |

This new team maturity has proven to be a platform for continued growth, increasing performance and success for the team and its members.