

Global tech PLC team requires alignment and clarity.

This case study shows how fast a new team can begin working well together and create a positive meaningful culture.

Executive Summary

We were brought in by the Chief Procurement Officer to step change teamwork and performance in a period of change for a busy new team. The request was to improve collaboration and trust and overall effectiveness of the group. The reported outcomes of the training include increased interdependence and team work, increased commercial delivery, and increased employee engagement.

Background

The team were based across 5 separate geographies with mainland Europe, London, US, Canada, and Australian H.Q.'s

It was an extremely fast-growing function with a relatively new staff group. Over half of the 22-person strong team were less than 6 months in the business. The team had responsibility for over €1b in expenditure. This procurement team were working in a large matrix business undergoing change at a fast pace. They were responsible for engaging senior challenging stakeholders in new processes.

They were tasked with embedding best practise procurement both internally and externally. There was a substantial demand for change; the business that had grown quickly and organically that now needed to retro-fit more mature ways of working.

The Project

Following a detailed briefing and several conversations with team members we were able to provide a series of training options to the team leader. We worked closely with the team lead and two team representatives to build the content and working activities to ensure the relevancy and applicability of the exercises.



Figure 1 Amsterdam training

Our recommendation was a two phased approach. Phase one - Start with teamwork training. Phase two - A communication and influencing course to be delivered three months later. Alongside these training days would be 121 coaching for 9 senior managers within the team.

The first session enabled us to work closely with the group at the Amsterdam HQ over two days.

The teamwork training was based on popular proven theory and we covered 5 areas:

- ▶ Trust
- ▶ Conflict
- ▶ Results
- ▶ Accountability and
- ▶ Commitment



Figure 2 Five elements of high performing teams

The existing qualitative and quantitative team objectives were brought into the session meaning that the specific targets and priorities of the team were worked through and discussed. This approach enabled engagement and understanding for the cohort.

We continued to deliver 121 coaching between the two training sessions. The senior managers each selected their own personal development objectives across wellness, career aspirations, self-awareness /self- regulation, and role

