

## ESTABLISHING A SENIOR LEADERSHIP TEAM CASE STUDY

### THE DESTINATION

Following appointment to a new Senior Leadership position in a Utility Sector organisation, our client approached up to work with her and her team to forge a Senior Leadership Team (SLT). Previously the leaders had been sitting within their federated business areas and working closely with their contracted partners, only coming together as a management team for formal reporting purposes. As a result they were working in silos, more connected to their contracted partners than each other and there was little sense of being a whole team with a shared set of objectives and priorities.

### THE INTERVENTION

We met with all of the senior leaders individually to understand their differing backgrounds, what they viewed were the strengths of the team as is currently operated, what they saw as the issues moving forward and what they wanted to contribute to possible solutions. The key themes arising from these meetings were fed back to them with recommendations for next steps and together we agreed a development plan to bring the team together.

We designed and delivered two residential workshops over the following months. The first SLT workshop began with the team understanding the drivers for change and the context they would be operating in. We then focused on the team getting to know each other and to understand and fully appreciate their individual business areas and the challenges each area currently faced. Once the whole "as is" picture was clear the team then focused on establishing and clearly articulating their vision and future direction "future state" and what this would mean for them as a team and for the teams who worked for them.

They then defined the business priorities in line with the vision and began the process of establishing how each of the teams would contribute to the achievement of the vision.

Following the first workshop the SLT took the key messages back to their teams and then facilitated a workshop for the full commercial team to bring them together, explain the changing context, prepare them for change, engage them in the vision and enable them to define what this will mean in practice for them and for their work. Now that the SLT were working more strategically together and demonstrating this for their teams. In the second workshop, we introduced the use of a development tool so that they could better understand their own and each other's working styles and value both the similarities and differences that arose. This fostered much closer working relationships and was the source of much humour in the team. They then began the process of defining a detailed roadmap that would take them and their teams towards the achievement of the vision. This involved defining and agreeing responsibilities, taking team approach to resolving challenging issues and identifying and adjusting any conflicting objectives. then establishing an action plan to take this back into the workplace.

### THE 'SO WHAT' FACTOR

The SLT are now working closely together. They have a defined vision for the future and a roadmap showing how and when this will be achieved. They have more regular discussions and act collaboratively to resolve issues across teams and share resources. They have now established a schedule of meetings to focus on and address strategic matters aside from their regular operational meetings. Their teams are engaged with the vision and direction and a recent employee opinion survey recorded that 92% said that the leadership team were "joined up in their approach and had a clear plan for the way forward."

Quotes from SLT about this development work include:

"We have gone from being a disparate group to working collaboratively as a team"

"The learning has been enormous, it has been challenging, enlightening and has also been fun."

Quotes from SLT about this development work include:

"We can see clear progress in how we are behaving and working with each other."

"We have done significant tangible work here as well as developing a team."