

"It was an enjoyable process 100% worthy of the significant time investment that was made."

THE DESTINATION

A Global Marketing Services organisation was experiencing significant change. It had been acquired by a PE and with this came a new CEO, CFO and HRD. In practice, this meant that 3 members of the Board were totally new to the team; the IT Director had only been in post for 6 months and the other 3 remaining members of the Board had been with the organisation for an average of 15 years. The situation was ripe for conflict.

In addition, there was the need to articulate a new strategy for the ensuing 3 years, around which would be built a reinvigorated workplace culture committed to the vision and a renewing and updating of the company Values.

The CEO was immensely keen to build his team and strategy using a swift, effective and collaborative approach. Sticky Change was commissioned to design and deliver a structured team building programme based on the 5 Behaviours of a Cohesive Team model, wherein the team would work through the model and embed its tenets, while simultaneously working on the strategy.

THE INTERVENTION

Sticky Change adapted the 5 Behaviours programme to include the identification and articulation of the 3 year strategy. The programme consisted of:

- At the outset, all members took the 5 Behaviours with All Types (aligned to MBTI) Assessment. This serves as the benchmark for measuring behavioural improvements and progress towards a high performing and cohesive team and a tool for encouraging self-awareness around personal behaviours.
- A series of workshops which blended discussion and activities around the 5 levels of the model. The team discussed what a level meant in practice, how they were currently performing as evidenced in the assessment results and what they needed to do as a team - and individuals - to improve on the score.
- Individual understanding and sharing of their All Types profiles, exploring their strengths and differences.
- Practice of the behaviours in real time as they worked to identify and articulate their vision and strategy going forward.
- The Assessment is repeated after a 9-12 month period, to measure the teams' progress against the 5 Behaviours. At this point, any new members are able to be included in the team results.
- Quarterly follow up sessions are held to maintain the work on the team dynamics and to constantly measure progress towards being a high performing cohesive team.



"Definite benefits considering the dynamics of the team, with new people joining old Board members. Spending time together and doing the exercises has broken down some barriers and has made the environment much more open & collaborative."

THE 'SO WHAT' FACTOR

In the words of the CEO, this has been the swiftest and most effective team building he has carried out - and he's carried out a few! In addition there is now a 3 year strategy, created and articulated by the team whose responsibility it is to deliver it - but with a level of personal 'weighing and buying in' that no individual member had previously experienced or ever been invited to participate in.

Team members now value each other and their differences because they are required to take risks and to be vulnerable. This led to much deeper levels of trust and has resulted in key members of the team having conversations about their working relationship, that they 'had never had in 20 years of working together'.

Newer team members are more rapidly integrated. Their opinions are listened to and accepted, despite their lack of experience of the business and industry. The language of the model and associated behaviours are used in the daily workplace environment.

The process of team building was carried out alongside the work on the business. This has embedded the relationship of team work into the real time business of working together.

It has created a collaborative team that understands the new way to consistently work on the team dynamic.

Finally, the programme developed the individuals not just the team. The process did prove personally disruptive for some members of the Board, who did not feel that this was the team or culture for them, subsequently decided to leave.