

How to Build a Strong Team and Impact your Results and Culture for the Better

A Leadership and Team Development Programme

The Client and Background

A newly appointed Chief Financial Officer (CFO) of a Multinational finance business discovered at an early stage that he had issues within his large finance department. Not only were there historical issues relating to the previous leader, but the department was not seen to be delivering against its targets, towards customers, employees and shareholders.

The Challenge



The new CFO was brought in from the USA with a good track record and was new to the company. He was working within Brussels for the first time, however he had worked in Europe before. There were multi-cultural issues as well as fundamental business issues within this division.

The Process and Approach

The CFO gave us the review of the business, the issues, challenges and success factors. The next step was for us to carry out a business review to see what the reality was. We undertook a root cause analysis to get to the real issues beneath the surface. Then we built a change leadership programme to meet the **REAL** needs... We held a Team Climate study review which involved meeting with the CFO and then confidentially and individually with 15 members of his team. Then, using other methods, we surveyed 50 people in total. The team climate study review defined the behavioural issues as well as the business issues.

The Study

Team climate studies are used to determine the current reality within a business, to review the business success in terms of relationships and leadership, and also to improve business results through effective teamwork. For the group to be successful the leadership team needs to be highly effective.



The information confidentially collated is used to:



- understand the current situation within the group
- look at particular issues for this specific group
- fully understand what the needs of the group are rather than making assumptions
- show that the leadership team wants to listen and hear from everyone to gain an understanding
- put real actions in place that will be impactful – focused on the needs of this group
- feedback the outcomes of the study, the actions and the next steps.

The results showed a need for:

- Multicultural team development to get the team to work together more effectively to achieve results
- Share responsibility for putting actions into place
- Leadership personal development for the leader
- Improved process and procedures for enhanced communication across the team and business Improved working process and procedures throughout the financial division.



The results from the team climate study were shared with the Leadership team and the leadership team worked on the **"real time"** actions required to close the gaps and define communication links. This was developed through a professional consultant who managed and designed the process for the team to follow.

The process included a holistic view looking at all aspects of how the leader and the leadership team worked together including a number of interventions that dovetailed into each other to keep the momentum and change hearts and minds!

These included:-

- Vision and Strategic development *Defining vision and turning it into reality*
- Cultural Change leadership *Empowering and engaging people through behaviours - leadership is key! Working on cultural difference*
- Improving Communication *"Involve me and I'll understand" Communication strategies and plans*
- Coaching and performance *From individual to team to organisation Leadership coaching and team coaching*
- Team dynamics and development *The virtual team coach approach, keeping the process alive and on track!*
- Training and Development *Learning through delivery, developing others and learning through the process*

The Benefits and Results

The team worked effectively on an action plan to close the gaps and improve the employee, customer and shareholder results. The consultant kept in touch to ensure the team were "keeping on track". The team committed to revisit the plans every 4 months at an offsite event totally dedicated to the behavioural aspect of **"how they work"** not "what they do"!!

This was the key to the success of the turnaround of this department.

The employee, customer and shareholder results all made significant turnarounds with commendations from others as well! There was a significant focus on behavioural change and lasting behavioural change is what makes the difference!

