

Collective Performance Intensive

CLIENT PROFILE

Global Corporation

INDUSTRY

Personal Care Products

LOCATION

US-Based, Globally Dispersed

FUNCTION

Business Unit
Leadership Team

TEAM SIZE

7

SITUATION

- The team was responsible for the global operations of a business unit that was slated for doubling its bottom line contribution to the larger enterprise over the next five years.
- They lacked a unified strategic direction for innovation, product development and setting regional growth targets.
- There was a team culture that valued diversity and put a high priority on hearing the multiple points of view; this often resulted in no collective resolution for core decisions about direction and priorities.
- The team needed to increase its capacity for listening, conflict, decision-making and influencing the organization to get direction and resources, so that it could deliver on the strategic business agenda.

APPROACH

- The program went from October 2015 to March 2016.
- Pre- and post-program measurement was the Team Diagnostic™ and the 14 factors of Productivity and Positivity.
- Baseline results were followed by a series of monthly team coaching sessions for additional insight, alignment and accountability.

SYNOPSIS

- This leadership team's business unit had a pivotal role in the enterprise to reach its aggressive triple-digit growth targets.
- Team members represented different functions, often with split roles serving on more than one business unit leadership team; this resulted in many competing priorities and commitments, creating a built-in tension to the team dynamic.
- Identifying communications patterns that were blocking team exchange began the process of development. From there, the team was more able to take an objective look at the inherent constraints built into their business challenge, and they began solving for them together. Along the way they uncovered significant overlaps and gaps in roles and expectations across functions and regions that had been the source of considerable frustration and mistrust.
- The team development process focused on building team muscle for constructive interaction so they could operate and communicate in a unified way. This fostered a considerable uptick in the capability for high-quality team decision-making and resource allocation that was needed to move collectively toward growth targets.

SIGNIFICANT IMPROVEMENT RECORDED

+46%

Productivity

+32%

Positivity

RESULTS THE TEAM REPORTED

“We are able to align quickly to the priorities in front of us.”

“The team is working better and communicating more efficiently. We are learning to recognize our capabilities and when we should reach out to others.”

“We are engaged and have open communication.”

HIGHLIGHTS

+46% Productivity

+50%

Alignment

+63%

Team Leadership

+74%

Goals & Strategies

+49%

Accountability

+32% Positivity

+43%

Camaraderie

+46%

Constructive Interaction

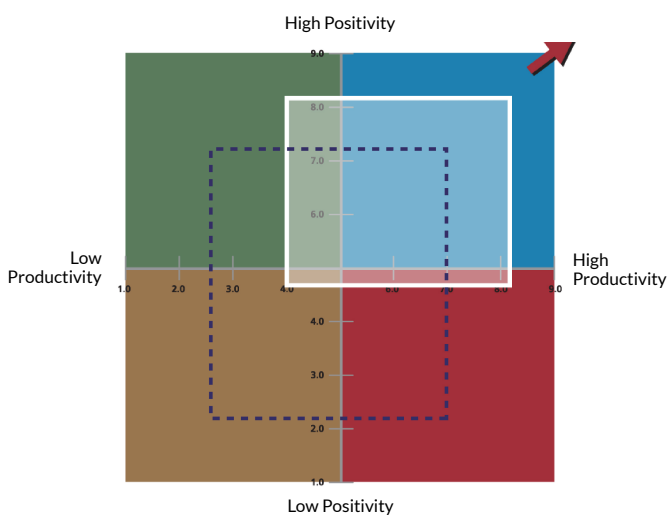
+33%

Trust

+39%

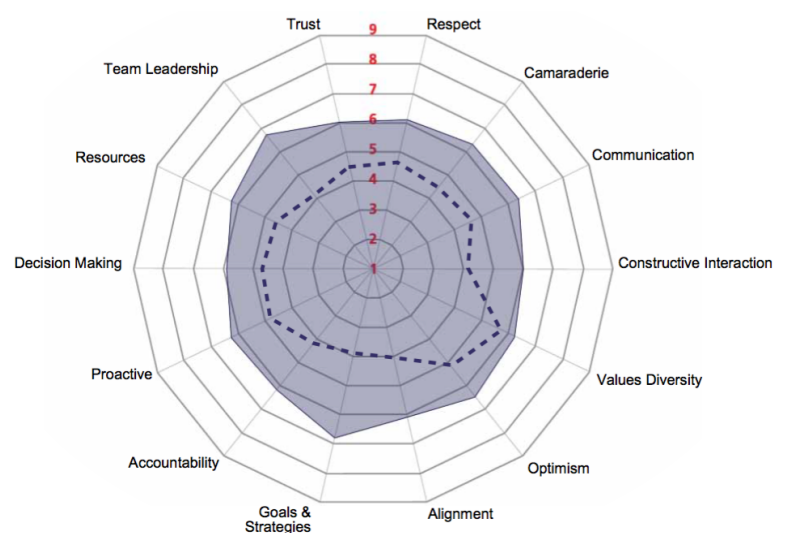
Communication

BENCHMARKS



10/15

04/16



10/15

04/16

FOR MORE INFORMATION

on achieving an average 20% improvement
in Productivity & Positivity conditions,
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