

CULTURE

HOW TRIANGULATING A
TEAM-BASED APPROACH
DROVE CULTURAL CHANGE

CASE STUDY #1

February 2017

CASE STUDY #1

The Organisational Challenge

A large Australian Municipal Council was experiencing significant challenges following a large-scale process and system implementation. In particular, these related to:

- 1 Change fatigue
- 2 Performance
- 3 Engagement
- 4 A silo effect across key areas of the business

OUR APPROACH

A cultural change was needed that addressed all four people challenges. POB partnered with this Council over a two-year period on a series of engagements to co-create and co-deliver a three-phased, triangulated culture change solution

Phase 1: Top-down approach – this engaged senior leadership teams, enabling them to break down silos and collaborate as teams across the organisation

Phase 2: Bottom-up approach – this empowered middle and front-line leaders to share a common language and approach, enabling them to build better teams across all levels of the organisations

Phase 3: Sustainability – this was achieved through a focus on building the delivery, coaching and program implementation skills of the organisation's internal team.

Phase 1. Top-Down Approach: Lead By Example

Our client invited us to work intensely with a number of senior leadership teams who were siloed, divided and fractured. These teams recognised that their current ways of working were not effective. They were disjointed and didn't collaborate. They were groups of individuals, rather than cohesive teams.

They knew that to successfully lead their business into the future, they needed to function as high-performing teams. To align them, POB lead each team through an intensive 6-month teaming process using our Climate Change for Teams (CC4T) Assessment. By focusing on team climate instead of individual performance, these groups began to identify as teams. They changed their ways of operating and improved their overall performance. These leaders took the brave first step to lead by example, and this was the catalyst for a cultural transformation of the whole organisation.

Then we asked the question: How do we share these benefits across the organisation?"

Phase 2. Bottom-Up Approach: Empowering Middle and Front-line Leaders

Using a team-by-team approach, we worked with the senior leaders and their representatives to collaboratively design an innovative development program based on the 70:20:10 process. This approach could be affordably spread and shared to leaders across the organisation.

Instead of focusing on traditional leadership skills, this program adopted a teaming approach and used the CC4T process. It aimed to strengthen a leader's ability to become leader of teams, instead of a manager of individuals.

To date, POB has successfully delivered this program to 104 team leaders. This diverse cohort has included emerging leaders, front line leaders and experienced middle managers across both blue-collar functions and corporate functions.

To enhance the reach of this program, team leaders completed the CC4T assessment in conjunction with their teams. An embedding process was also adopted to enhance training transfer and enable long-term change.

Following the training, team leaders were coached onto the PULSE for an 8-week period. This provided them with a supported process to engage their teams over two months to apply their learning and build their teams' alignment, engagement and capability.

Then we asked the question: How do we sustain the change?

Phase 3. Sustainability: Through Internal Delivery

To create sustainable change, we helped this organisation build their internal delivery capability. Internal coaches were accredited to use the CC4T assessment and PULSE and trained to continue to deliver the Teaming-Based Approach to Building Leadership Program. Their internal coaching team now successfully delivers the CC4T assessment within, and outside of, the Leadership Program. Because they are now equipped with their own skills, they no longer have to rely on external resources.

CASE STUDY #1

Partnership Results

Our triangulated 3-Phase teaming approach created a sustainable and cost-effective methodology that was shared across the organisation.

-  20% improvement in confidence facilitating conversations that enable their team to freely speak up and contribute ideas
-  20% improvement in confidence creating a sense of purpose and direction for their teams
-  20% improvement in confidence creating strong team relationships
-  22% improvement in confidence working with their team to review performance and track progress

Partner ROI

Investment over the two-year engagement: \$250,000

-  Delivery of this evidence-based teaming approach to over 104 leaders
-  Involvement or participation by 999 team members with their leaders
-  Internal accreditation in CC4T and coaching and facilitation skills training to their internal delivery team

The organisation has over 7,000 employees. It is now equipped with the internal capabilities to continue to deliver this initiative into the future, saving hundreds of thousands of dollars on ongoing external resources.