



A Chemical Company's Manufacturing Leadership Team Coaching

Case Study: Building a Leadership Team to Break Down Organizational Silos

Context for this team coaching project

The Director of Manufacturing, wanted the 4 production unit leaders to work together,– a working group that for the most part manages as individual leaders over a specific area, but also a team that gets together to jointly manage site-level initiatives where they need to be in sync. The Director believes that he and his direct reports are both a working group and a team. Achieving the objectives in this proposal, we believe will develop the “team” aspects significantly.

The director has developed his strategy that is aligned with the firm’s broader goals. The goal is for the leaders of the Production organization to come together with these strategies in mind and:

- Discuss, constructively debate, prioritize, and plan on how to implement the strategies that are relevant to this organization. These are likely to include prioritization of capital projects, maintenance, and scheduling.
- Identify where there are interdependencies across the production units and plan in a way that breaks down any unnecessary silos between the production units. These include site-level initiatives such as safety standardizations, performance evaluations, safety.
- Identify, share, and use best practices across all production units so that all production units benefit from improved operations, maintenance, and costs.
- Collaborate with the team leader and with each other by communicating, sharing ideas, and providing feedback in open and effective ways.

Key Accomplishments from the Team Coaching Project

1. By intentionally designing the team and coaching it through its launch, organizational silos between production units have been reduced. The Production Unit Managers increasingly collaborate together on challenges that jointly affect them instead of working the issues separately.
2. The team communicates and manages more consistently which creates more stability across the site.
3. Clear standardization on the implementation of norms and rules across the different business units at the site. A more efficient work team that benefits from everybody's skills and strengths.
4. The Director and team leader has built additional skills in leading an empowered, collaborative team more effectively.
5. The team continues to thrive with accountability improving.

The change in this team has continued. In a recent communication The director noted, *"I called on Nancy's expertise to help me form these individuals into a functioning team. It was tough going at first, but we worked through their methodology and things came together. The team now meets regularly and works together to create and enhance site policy and procedures that are bringing standardization and higher levels of performance to the entire production group."*

Before and After Results of Team Coaching



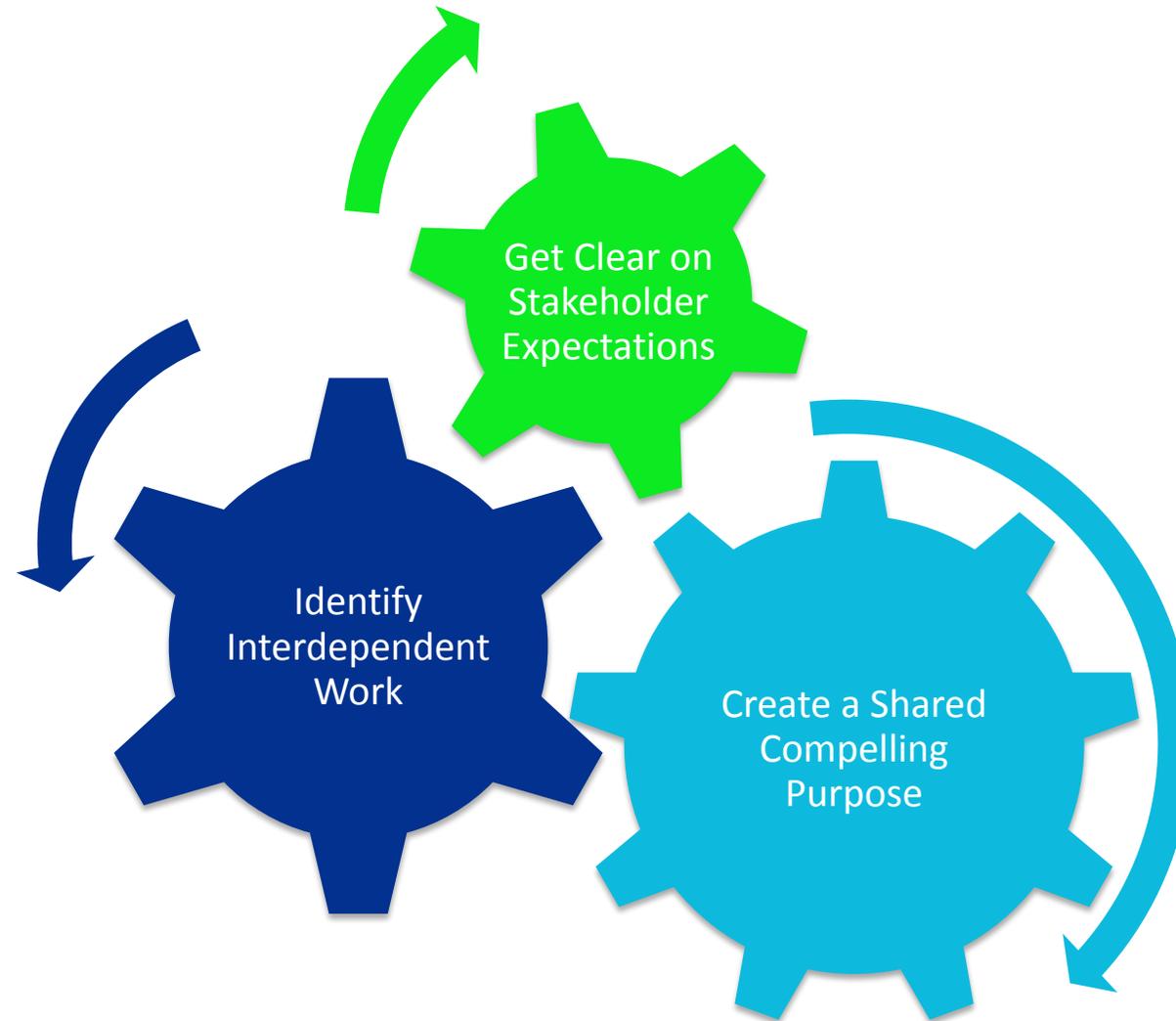
Quotes from team members

What has been your biggest learning for you personally?

- That through consistent interaction with the team, with a clear mission, we can make great improvements.
- That the compelling purpose is critical to team success
- Learning more about my fellow team member's personalities. Also working on some simple projects to feel out team dynamics and learn how to work together better.
- I work better in high demand kind of stressful environments and not always show who I am.
- Individual strengths on each member

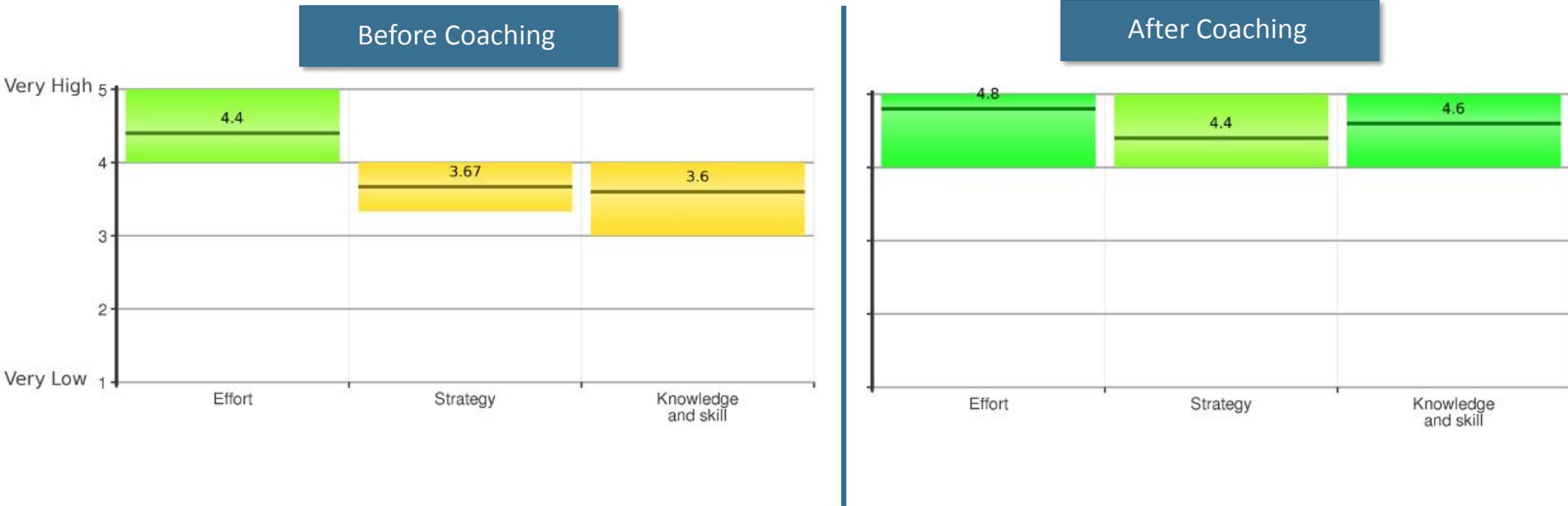
The Coaching Engagement had 3 Major Workflows

First: Address the **Essentials'** elements that needed development



Team's 3 Key Task Processes

¹ A great predictor of how well a team will perform in the long run and how it will develop over time

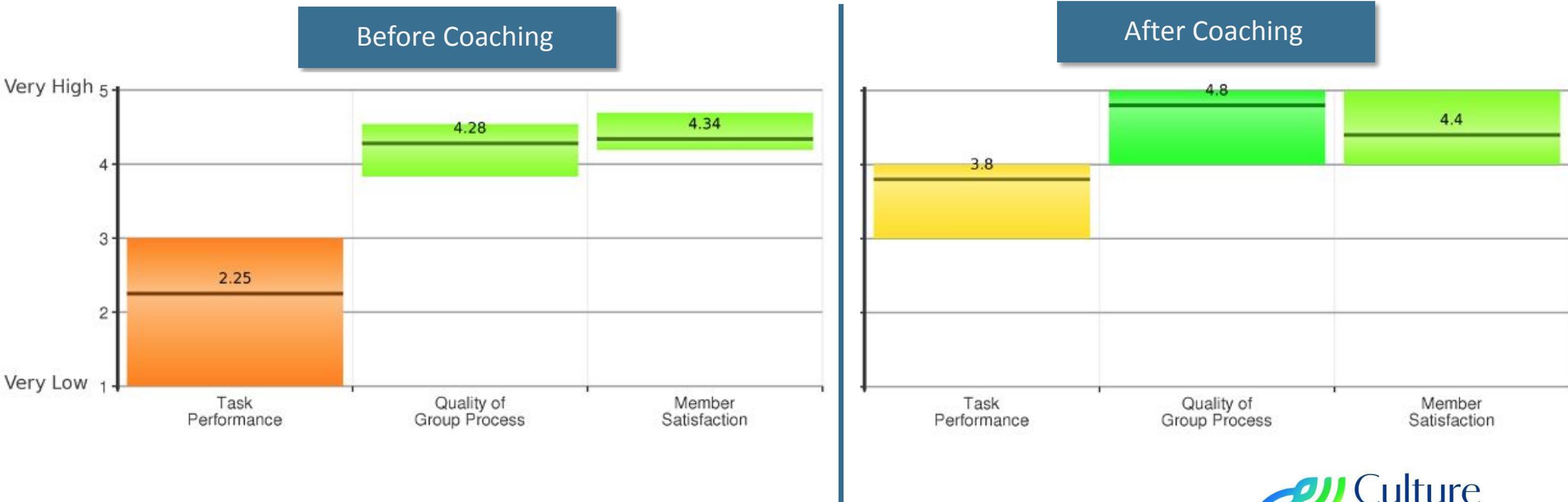


¹ Senior Leadership Teams: What It Takes to Make Them Great, R. Wageman, et al, 2008

3 Criteria of Team Effectiveness – a lagging measure

²A **superb** team is one that:

1. Meets or exceeds the needs of its clients (task performance)
2. Does so in ways that build the team's capability (quality of group process)
3. Contributes to the growth and learning of its members (member satisfaction)



² Senior Leadership Teams: What It Takes to Make Them Great, R. Wageman, et al, 2008