



Case Study

Developing a High-Performance Team (HPT)

Case Study: Building a High-Performance Team

Situation

New General Manager arrives in country:

- First time as a country General Manager

The business is a construction site:

- Company has been losing money for the last few years
- New financial team fixing past irregularities
- The business is being integrated into a new regional set-up
- High employee turnover in the senior ranks
- The company has a history of over promising and under delivering financial results

What needed to be done:

- Improve business results and return to profitability
- Restructure the business
- Close stores
- Get rid of excess inventory
- Establish a strategy with clear priorities and realistic goals
- Develop a culture of accountability
- Re-energize the management team and the entire organization
- Get the senior leadership team to work more collaboratively
- Get team to buy in to new strategy

Mandate and Approach

The Mandate

- Help the new General Manager build a High-Performance Team that would drive the business and achieve results

The Approach

- Hold a series of workshops over time to help the Senior Leadership Team (SLT) work more effectively

High Performance Team (HPT) Meeting 1 – September 2015 (2 days)

- Understand what is changing in the business
- Understand how to develop more trust in the team
- Establish high-performance team criteria and commit to them
- Establish an operating rhythm for the team
- Make commitments: team members commit to each other and how to better contribute to the team
- Team building activities

HPT Meeting 2 – February 16 (1 day)

- Measure the team against HPT criteria
- Discuss performance
- Review Action Plan, take corrective actions
- Review and renew team members' commitments
- Team building activities

Mandate and Approach

HPT Meeting 3 - September 16 (2 days)

- Each team member completes a psychometric test
- Individual and team psychometric tests reviewed to determine areas of strengths and opportunities
- Second measure of the team against HPT criteria
- Team members provide 1-on-1 feedback to each other
- Action Plan on corrective actions
- Team members review and renew commitments
- Team building activities

HPT Meeting 4 – March 17 (1.5 days)

- Discussion on strategic leadership
- Team conducts a political, economic, social, and technical analysis (PEST)
- Third measure of the team against HPT criteria, along with corrective actions
- Action Plan on corrective actions
- Team members review and renew commitments
- Team building activities

HPT Meeting 5 – September 17 (1.5 days)

- Measure the team against HPT criteria and take corrective actions
- Celebrate success of the past year
- Develop Action Plan on corrective actions
- Review and renew team members' commitments
- Team building activities

Sample High Performance Team Criteria

Vision & Strategy

- Vision is defined and clear to everyone
- Strategies, goals and functional plans support the Vision
- Strong leadership enables us to realize the Vision

Culture & Working Environment

- The culture is driven by values which we agreed on as a team
- Team members trust each other and are reliable
- Achievements are rewarded; success is celebrated within the team

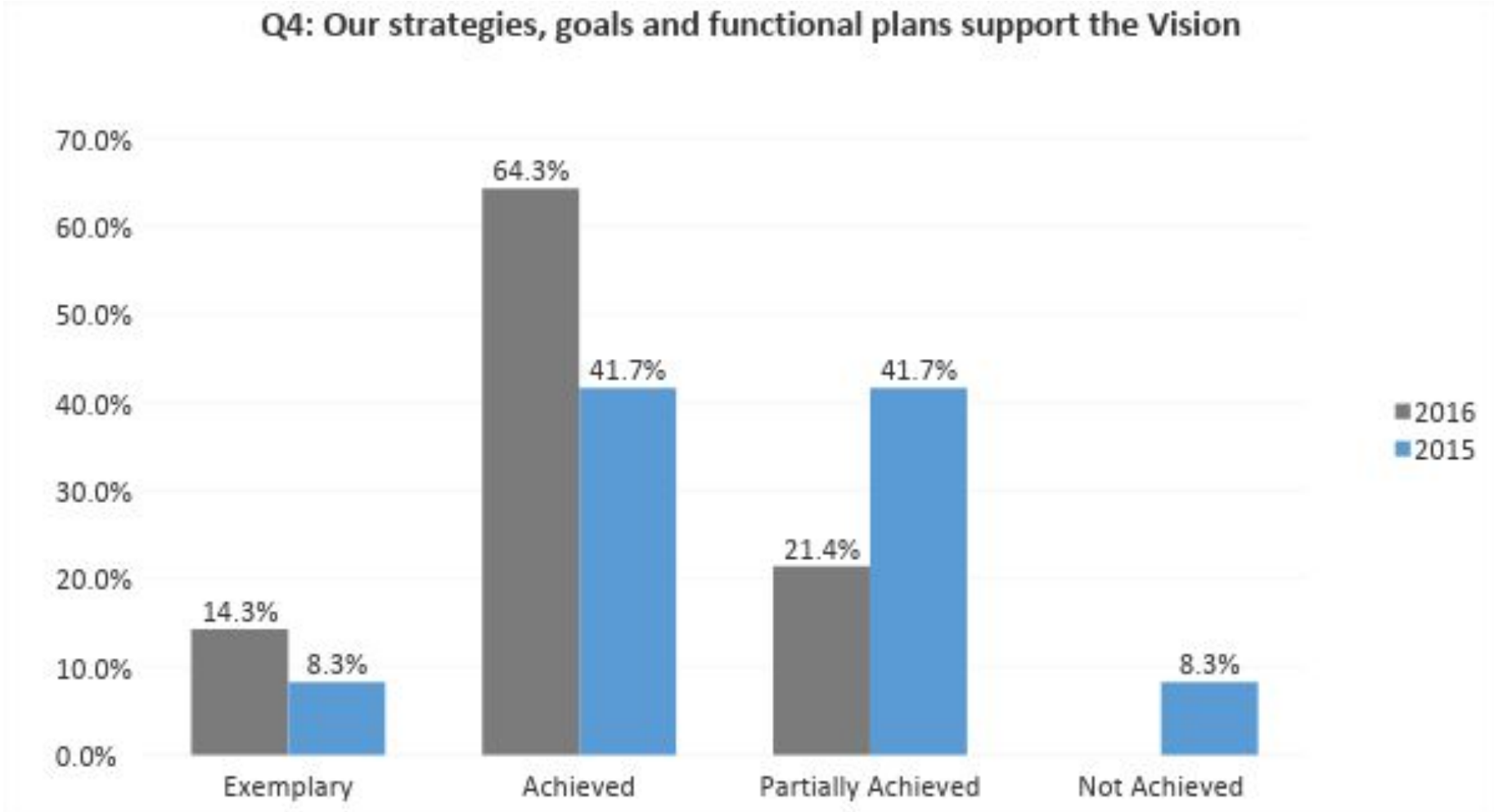
Structure & Systematic Approach

- Structure, roles and responsibilities within the team are clear
- There is a strong focus on execution excellence by following a defined process
- Measurements and after-action reviews are used consistently in order to improve

Teamwork & Diversity

- Team encourages and appreciates diversity (people, skills, talent, opinions)
- Team members collaborate in a mature and altruistic (non-egoistic) way
- Team members have a passion for their work

Sample HPT Measurement





Results

Results (2015 -2018)



Net sales growth 7.8%



Profit growth 25.6 %



Country is changing from a country requiring investment to a net contributor to the region



Members of the executive team are being promoted and moved to other parts of the region