



## BUILDING AND SUSTAINING HIGH PERFORMING TEAMS - a case study

### THE CHALLENGE

Values into Practice were invited to work with a 'team' of directors who day-to-day focused solely on individual assignments within their own business.

Operating in silos, with little collaboration or cohesion, the challenge was to remove the silos whilst simultaneously engaging each director to deliver better results.

Historically directors were not expected to work cohesively. A new vision meant this needed to change. The desired outcome was clarity on reporting lines; clear expectation setting and an active sense of 'working together' which when combined, would lead to better results.

Additionally, by working together as directors, it was hoped this would inspire the wider leadership teams to collaborate also; to share knowledge, best practice and to generally support - and challenge - each other with the aim being to get the best out of each other.

### THE APPROACH

A data gathering exercise helped shape the design of a two-day meeting with the directors so as to achieve the best outcome.

One-to-one discussions with each director explored how they perceived 'the team's performance' currently. It also looked to identify what needed to be different in order to achieve the vision of working together.

The facilitated meeting focused on exploration; on sharing the importance of values and behaviour on team dynamics and on what helps to create a high performing team. Agreeing ground rules on how to work together, recognising the interdependence within the team and naming and promoting shared goals increased each director's self- and team awareness.

A highly challenging event, it encouraged directors to have courageous conversations with each other around personal contribution, commitment, communication and cooperation. The outcome: expectations were clearer and trust was built within the team.

### THE OUTCOME

Together, directors agreed the values they would work by and developed a framework to increase their 'team effectiveness'. They now work more holistically as leaders, thinking across the wider business, in terms of their actions and the decisions they make.

Sharing of best practice is now in evidence resulting in far less reinventing the wheel. There is a much higher ownership for the strategic goals and a willingness to support and challenge each other.