

6 TEAM CONDITIONS

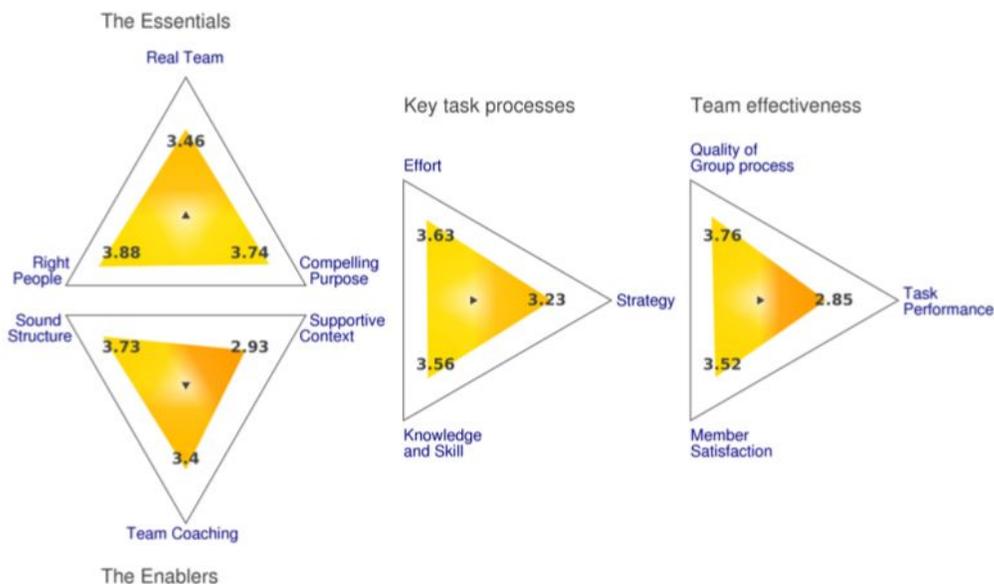
Case Study: Biotechnology Cross Functional Management Team

A. Challenge

A cross-functional management team working in the biotechnology field was struggling with sales stagnation and therefore a decline in profitability. Multiple strategies were employed to address the problem but the situation proved difficult to turn around. The CEO felt that the main cause was the presence of significant misunderstandings between critical functions (e.g. marketing, product management, production, finance, operations, etc...). Team members would often walk away from team meetings with different views on who was doing what despite thinking they were all on the same page. The client requested a 1 day workshop to “fix the problem.”

B. Action

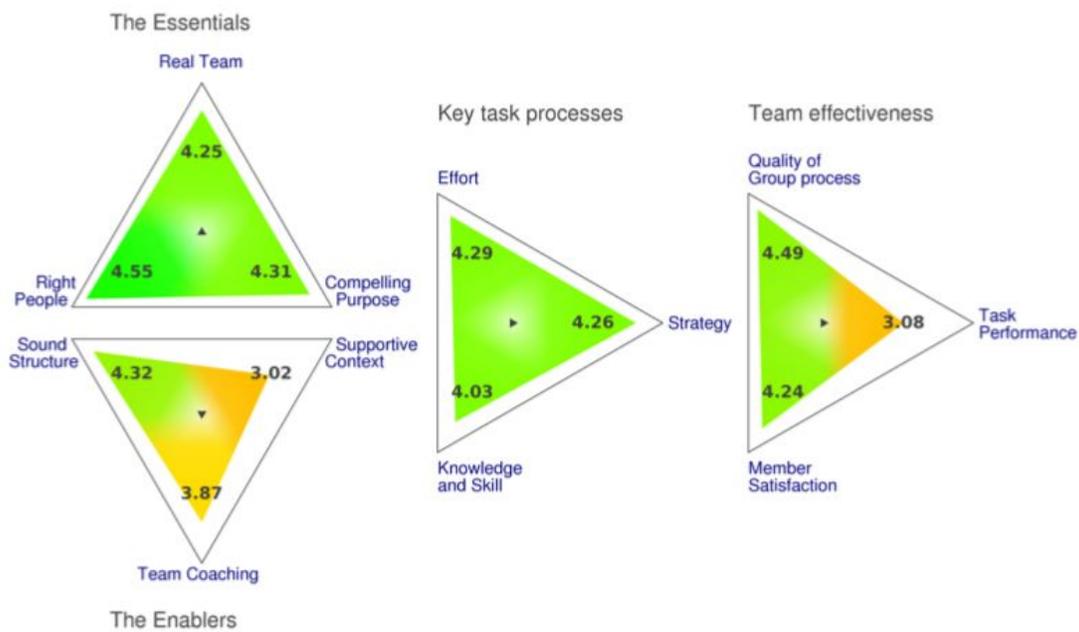
A Licensed 6 Team Conditions & Team Diagnostic Survey (TDS™) Practitioner helped to manage expectations and suggested beginning by conducting brief interviews with a cross-section of organizational members. Following the interviews and in consultation with senior leadership, it was agreed to run an intervention on one mission-critical team in the company to see if a significant shift could take place. The Sales, Inventory and Operations Planning (SIOP) team was chosen given its cross-functional nature. The TDS™ was deployed to capture a baseline of the team’s effectiveness. Following is a snapshot of the overall team effectiveness results for the SIOP team at baseline:



Time 1 - TDS™ Dashboard View of Team's Effectiveness on the 6 Team Conditions Framework

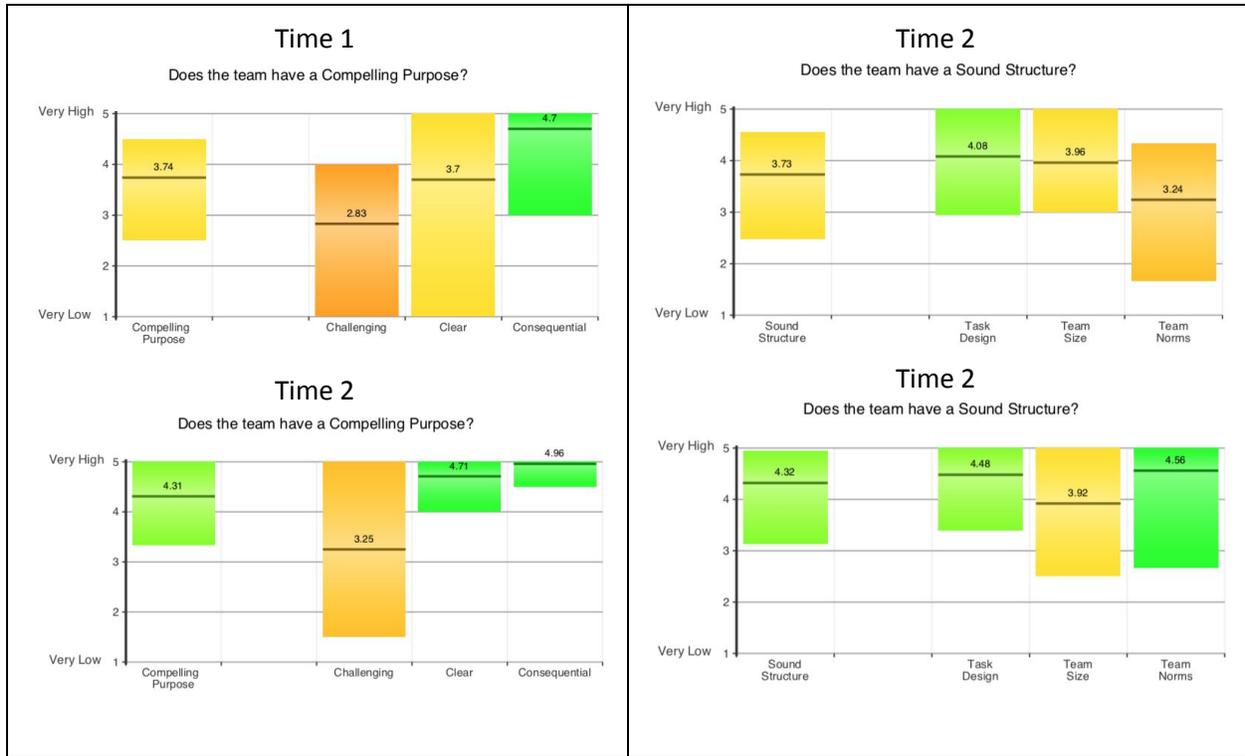
The results suggested that the team could benefit from some significant focus on its structural design across the 6 Essential and Enabling Conditions. A 1.5 day team relaunch was conducted where the TDS results were fed back to the team, a team charter was developed and a 6-month team coaching plan was devised. Specific areas of focus included clarity of the team’s purpose, right people including the role of the members from Sales, the team’s norms and ways of working, agreement on core KPI’s, as well as the team’s relationship with the larger organizational system.

Following the relaunch retreat, the team received 6 months of ongoing team coaching from the licensed 6 Team Conditions & TDS™ Practitioner. The team was measured again on the TDS and significant improvements were observed:



Time 2 - TDS Dashboard View of Team’s Effectiveness on the 6 Team Conditions Framework

Some specific areas of change were observed in the areas of Compelling Purpose & Sound Structure as highlighted in the Time 1 and Time 2 screenshots below. A pattern observed in many leadership teams is that members will state that what the team does together is highly consequential yet will simultaneously report that they are unclear on exactly what it is that the leadership team uniquely contributes as a collective. Such lack of clarity then tends into issues involving the team’s areas of focus (i.e. task design) or the team’s norms. As illustrated in the SIOP case study screenshots below, the lack of clarity in team purpose was also resulting in unclear norms and ways of working which became the focus of the ongoing development work of the team following the feedback session.



Time 1 and Time 2 Comparisons of Compelling Purpose and Sound Structure

C. Result

As a result of the intervention a number of positive changes in the organization's KPIs were observed including profitability, product quality, inventory management, reduction in waste and more. However perhaps the most important change was a shift in the team's sense of purpose and the belief that it could and was already turning the ship around.