



Case Study: Manufacturing

CLIENT PROFILE:

Product Marketing Leadership Team

INDUSTRY:

Manufacturing (Medical Devices)

LOCATION:

Denver based; Global customers

TEAM TYPE:

Cross-functional product marketing leadership team

TEAM SIZE:

8

SITUATION:

- > The company was acquired and changed the role and nature of the team from U.S.-based to global
- > The leader described the team as “functioning in their individual product lines and not sharing information nor building shared processes”
- > The team didn’t believe initially that there was a need for them to function as a high performing team; they didn’t have a sense of shared goals or aligned processes
- > Meanwhile the leader believed it was critical to become a high performing leadership team but didn’t know how to proceed

Business Improvements

▲ **+22% Productivity**

▲ **+21% Positivity**

SYNOPSIS:

This team was made up of a director and seven “above average” Product Managers. They were challenged to embrace strategic and global roles and responsibilities following their integration into a global corporation that recently acquired their U.S.-based, privately held company.

The team’s biggest barriers were not seeing the benefits of functioning as a high performing team. They tended to function in siloes and did not yet share a common purpose. They also needed to reduce their dependence on the senior leader, who was being pulled into higher level responsibilities.

Using the **Team Diagnostic™**, the team’s strengths and challenges were revealed. Team members appreciated seeing the strengths on the team, and became aware of some key gaps that they were motivated to address. Through the process of team coaching, the team shifted from being independent owners of their products to a team who “has each other’s back.”

Specific behavior changes included:

- > Commitment to a common purpose
- > Less dependence on the senior manager
- > More respect and trust resulting in greater sharing of knowledge and skills
- > Shared leadership for meetings and assigned projects
- > Build brand plans to take the current product lines global

APPROACH:

- > The program lasted 7 months.
- > Pre- and post-program measure was the **Team Diagnostic™** and the 14 factors of Productivity and Positivity.
- > Team coaching/training sessions included an initial overnight offsite to reveal the baseline results and work on the top Productivity and Positivity priorities, monthly coaching for the leader and engaging with the team at three months and six months when they re-took the diagnostic.

RESULTS THE TEAM REPORTED:

- > Before the diagnostic, our thinking was that we did not need each other, could not benefit from each other's strengths, and did not have time to talk to each other. Now we depend on each other and have become more credible as individuals and as a team.
- > We have gone from functioning in siloes to cross-pollinating ideas and processes.
- > A very important step was to build/rebuild trust between team members through coaching. After that, everything seems pretty easy.
- > As a new employee and leader, my onboarding was reduced from two years to six months.
- > We intend to continually develop this team, even when membership changes.

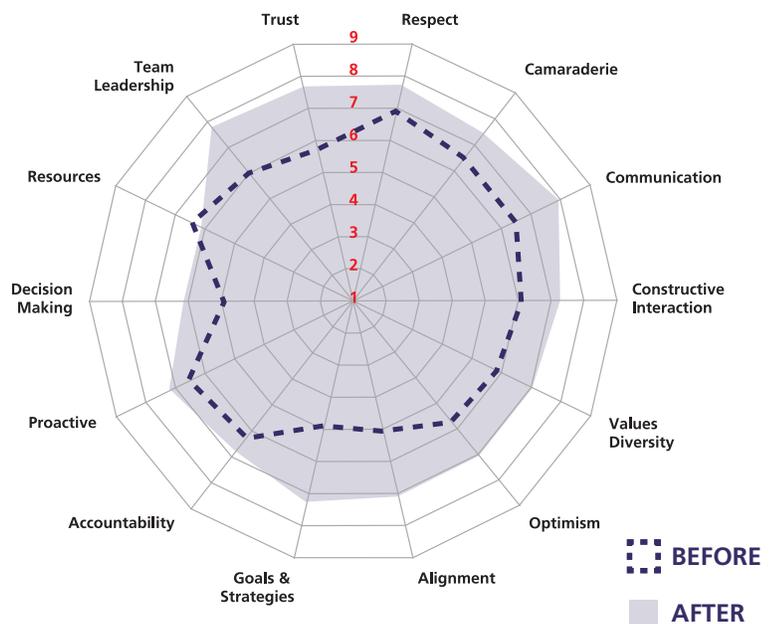
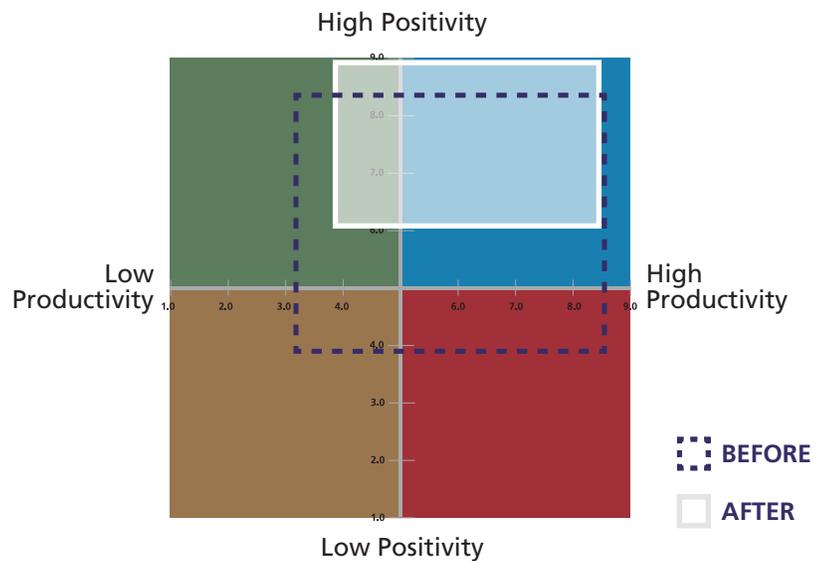
Highlights

+22% Productivity **+21% Positivity**
 Goals & Strategies +51% Trust +33%
 Alignment +41% Optimism +24%

Impact on Business Metrics

100% Retention of team members through change process
200% Acceleration in new leader onboarding cycle time

Before / After Benchmarks



For more information on achieving an **average 20% improvement** in Productivity & Positivity conditions using the **Team Diagnostic™** please contact us at:



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