



# Case Study: Manufacturing, IT Project

## CLIENT PROFILE:

Global Manufacturing Company

## INDUSTRY:

Manufacturing

## LOCATION:

Canadian Subsidiary

## TEAM TYPE:

IT Project Implementation

## TEAM SIZE:

40

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## SITUATION:

- > Third subsidiary of global company rolling out SAP. First two roll-outs had not gone well. Lots of pressure to improve and succeed.
- > Lack of clear direction, roles and responsibilities; very aggressive timeframe.
- > Resources were expected to participate in project on top of their regular jobs, resulting in burnout and lack of time for quality work.
- > Two geographies came together for implementation. One geography knew more than the other about SAP. They needed to collaborate, but there was a risk that one geography would exclude the other and “bulldoze” solutions into place.
- > Political issues were a barrier to global process development.

## Business Improvements

▲ **+28% Productivity**

▲ **+43% Positivity**

## SYNOPSIS:

Global Manufacturing company was implementing SAP. The Canadian subsidiary was the third roll out, and U.S. and Canada teams needed to come together for the implementation. Two other roll outs had not gone well in terms of productivity and positivity.

The team recognized their strengths of experience, knowledge and commitment, but with an aggressive timeline, limited resources, complex requirements, and two geographies the project was at risk.

They wanted to do something different on the front end to make this \$25 million project a success. They recognized they needed a culture of “we” instead of “us vs. them” to enable 240+ people to implement a shared vision.

The **Team Diagnostic™** and team coaching helped them be a “global” team and successfully implement this global system.

## SPECIFIC BEHAVIOR CHANGE:

- > Topics that were avoided are now addressed (“elephants” in the room)
- > Communication is more direct; difficult collaboration issues are faced in a timely manner with confidence
- > Reliable follow-through has increased

**APPROACH:**

- > The program lasted 7 months.
- > Pre- and post-program measure was the **Team Diagnostic™** and the 14 factors of Productivity and Positivity.
- > Baseline results were followed by a series of team coaching sessions.

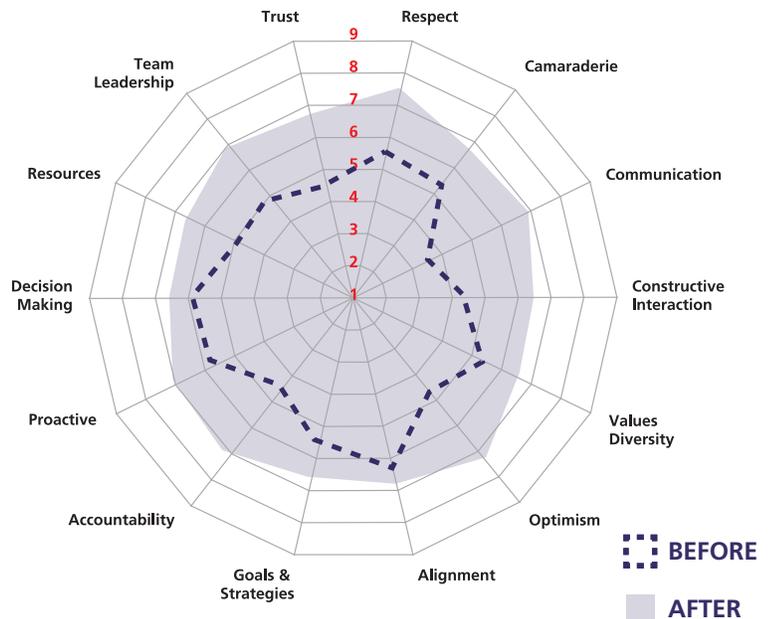
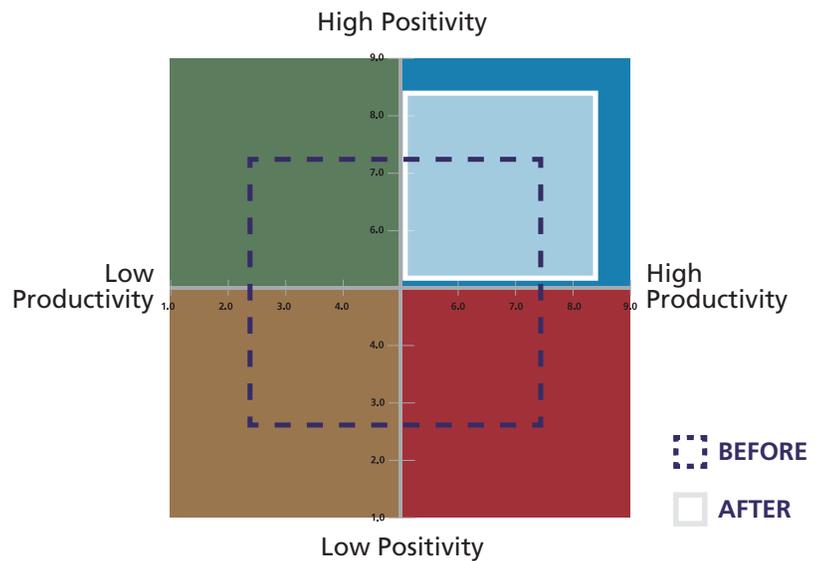
**RESULTS THE TEAM REPORTED:**

- > We have become more trustful of each other and our goals are aligned. We positioned ourselves for success.
- > We have worked well as a team to communicate and resolve issues as they have arisen. We generally and genuinely get along.
- > Support for one another, accountability, involvement, teamwork and respect are all qualities demonstrated on a consistent basis.

**Highlights**

<p><b>+28% Productivity</b></p> <p>Accountability +63%</p> <p>Team Leadership +41%</p> <p>Resource Management +35%</p> <p>Proactive +25%</p>	<p><b>+43% Positivity</b></p> <p>Communication +86%</p> <p>Optimism +51%</p> <p>Trust +46%</p> <p>Constructive Interaction +45%</p>
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**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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