



# Case Study: Consumer Goods

## CLIENT PROFILE:

Leading Global Pet Care Factory

## INDUSTRY:

Shipping, Fast Moving Consumer Goods

## LOCATION:

Central Europe

## TEAM TYPE:

Delivery Across Central & Western Europe  
Support of Global Innovation

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## SITUATION:

- > Integration of frequently changing team members while maintaining coherence.
- > Staying competitive in the marketplace.
- > Reorganizing the company from regions to segments.
- > Need to increase effective communication and ability to give/receive feedback.
- > The cost of not taking action was:
  - Reduced productivity and lower rewards
  - Diluted team spirit
  - Less credibility with other functional teams
  - Strain on individual and team relationships
  - Lack of replicating and sustaining high-performance upon leadership changes

## Business Improvements

- ▲ +8% Productivity
- ▲ +15% Positivity

## SYNOPSIS:

Team members started out feeling disconnected and out of touch. Constructive feedback was desired but not practiced. Meetings were infrequent making collaboration and communication a challenge. The team wanted a balance between results and relationships but didn't quite know how to achieve it.

Through the **Team Diagnostic™** process of revealing the team's strengths and challenges and building team competencies, the team culture shifted to one of getting work done and maintaining positive relationships. Productivity scores improved by +8% and business objectives and goals were met >98% of the time at the regional and global level. In fact, they received global recognition as the best factory site for innovation in pet care.

Positivity scores improved by 15% and Gallup engagement scores increased to 4.8 and 4.9 out of 5, the highest in 4 years.

- > Increased amount of communication
- > Flagging issues in advance and sharing follow up actions
- > All voices discuss resource sharing
- > More risk taking by team members
- > Less reliance on team leader's steer
- > Holding accountability in the moment
- > Feedback during and after meetings
- > More heated discussions with better decisions and sustained positivity

**APPROACH:**

- > The program lasted 6 months.
- > Pre- and post-program measure was the **Team Diagnostic™** and the 14 factors of Productivity and Positivity.
- > Business Productivity Measures: project implementation, cash delivery, hygiene improvement, QPI.
- > Business Positivity Measures: Gallup Engagement scores.
- > Baseline was revealed and followed by 2-day, 1-day and ½-day coaching sessions.

**RESULTS THE TEAM REPORTED:**

- > We can now have discussions about the difficult things going on in our team.
- > We have achieved targets and grown together as a team.
- > We have delivered business results while increasing team spirit and trust.
- > We are proud of being flexible, managing changes, and dealing with ambiguity.
- > "Amazing developments, well done to you and the team!" (*Regional President, Central Europe*)

**Highlights**

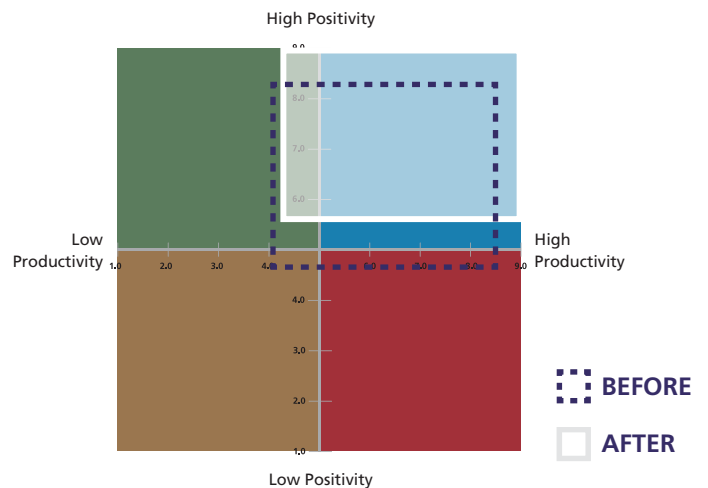
**+8% Productivity**

- Team Leadership +13%
- Goals & Strategies +10%
- Alignment +10%
- Resources +10%

**+15% Positivity**

- Values Diversity +19%
- Respect +17%
- Trust +17%
- Camaraderie +17%

**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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