

Case: Team Effectiveness Development

Pulling Separate Divisions Together To Form an Effective Organisational Team

Our client, a US-based IT manufacturing MNC, needed to align the efforts of its seven separate IT divisions and help division leaders think of themselves as part of one culture – one body – one department. Until this point, each leader and unit had been functioning as a separate department. The firm called on COE to help with team effectiveness development.

The Challenge

Each of the seven division leaders was strong in his or her functional area, although there were mixed reviews from internal customers about how helpful the IT department was in its support of the various businesses. The firm asked COE to help the team develop common goals and begin to use the synergy of the group to solve increasingly complex technical needs and increase overall customer satisfaction.

COE's Response

COE consultants interviewed each division head to gather the level of understanding each leader had about the other IT divisions and their functions. Our data indicated people had a deep appreciation of their own team's initiatives and capabilities but very little knowledge of the other divisions.

In a series of team meetings over the course of four months, the team met with COE to:

- Gain a greater understanding of, and respect for, the challenges each division faced in meeting its goals
- Identify goals common to all six divisions
- Come to agreement as to how the team could best approach its common goals by drafting "rules of engagement" that identified how the team would make decisions, resolve problems, manage conflict and competing agendas, and hold each other accountable to agreed upon deliverables



The Results

At the end of the consulting project, team members had a clearer sense of their interdependencies and how they could leverage each other to better serve their internal customers. They had, with the help of COE, worked through the stages of team development, emerging as a high performing team with a clear mission and strong processes to support them in carrying out their goals.