

## Case Example - Government Agency/Service Provider



Our client is a substantial government agency and services provider employing more than 3000 people across a diverse range of activities that include:

- high quality public vocational education and training
- skills development through workforce planning and skills development programs
- services that foster innovation through science and information to develop the economy

The Corporate Executive (CE and Direct Reports) recognized in early 2006 that a united approach was required across the department to meet substantial challenges that included:

- budgetary pressures imposed on all agencies
- emerging and urgent needs to respond to the skills shortage in the state
- an urgent need for succession amongst leadership roles.

To meet this need, the Executive initially focused on a group comprising approximately 35 senior leaders of the key functions across the Agency. This group was named the Executive Forum.

### The Initiative

The selected intervention for the Executive Forum was the United Leadership™ framework which was custom designed and delivered to address the specific challenges. This began with an opening forums over a total of four days themed 'United Leadership' facilitated by Graham Winter and two colleagues with HR and Organizational Psychology qualifications respectively. The program continued through a series of regular development activities that ensured both effective intervention and monitoring of effectiveness. The key elements included:

- cross-functional 'workouts' to tackle and address real business problems and opportunities which delivered improvements in the form faster implementation of new initiatives
- coaching in the tackling of tough conversations which help to address unresolved leadership issues
- team planning and review sessions which ensured alignment of resources
- individual 360 degree feedback and one-on-one coaching using a customized leadership model which assessed leader performance and impact of the intervention.

### Key Performance Issues

Executives including the Chief Executive, have acknowledged the united leadership strategy as a key plank in the Agency's success in successfully meeting budgetary and service standards. Some examples of feedback from participants in these activities are provided below:

- Helped (the Agency) to optimise its return on investment by building trusted relationships / partnerships internally and externally
- Built the essential partnering practices to hold us together under many pressures
- Ideal way to create a tri-level linkage from strategic plan [Big picture - Policy / service groups - Delivery / staff]
- Helped to devise and implement a linked cycle of planning, budgeting and reporting
- Continually reminds us to constantly re-visit our commitment to "values-based" approach across (the Agency)
- Provides practical tools to interact better with my managers

The Program continued with regular facilitated workshops that tackled business issues integrated with the think one team™ framework and tools. A customized version of united leadership is continuing to be cascaded through the operational network which comprises multiple college campuses and administrative centres.

### Implementation Issues

The overall initiative was sponsored by the Chief Executive and guided by an Implementation Team which included representatives from operational units and organization development. Monitoring and refinement of the initiative focused primarily on indicators of successful implementation of the key business challenges (both major initiatives and shorter term projects). This was supplemented by alignment between data from 360 degree feedback and performance agreements.

## Case Example – International Manufacturing Company



Our client is a global company focused in ophthalmic products for both the consumer and eye care professionals. The Global Operations Function is a substantial business with a separate P & L that:

- employs over 11,000 people worldwide
- sells over 150 million optical lenses each year by processing 250,000 daily orders
- spans 10 mass manufacturing sites and 65 Rx Labs (Research and Development)

In early 2007 Global Operations Leaders recognized that a united approach was required across Manufacturing to meet substantial challenges including:

- identifying cost saving opportunities due to budgetary pressures
- better interconnectivity and business efficiency with Supply Chain and Commercial
- creating a successful leadership culture across global regions including Asia, Europe and the Americas

To meet this need, the Global Operations Executive Team (GOPS) committed to implementing a framework for the GOPS team, management group at five key mass manufacturing sites (China, Mexico, Brazil, Hungary and Australia) and for partnering with Supply Chain and Commercial business units including the United States.

### The Initiative

The Think One Team™ framework was custom-designed and delivered to address the specific challenges facing each level.

This began with United Leadership workshops for the Global Operations Executive (held in China and North America) and was followed by a series of Think One Team™ Core Capabilities workshops at each global site for the Management Teams, and a Site Implementation Teams (people from operational level): An Extension Program followed and this featured implementation of key tools and support / reinforcement from the Consulting Team. The elements in the implementation resulted in:

- cross-functional 'workouts' on problems and opportunities, both within and across key sites which captured business improvements (each workout has agreed kpi's such as cost-down, efficiency gained, people metric improvement)
- utilizing the think one team™ framework for cross functional debriefs involving Supply Chain & Commercial and at GOPS level which ensured alignment to achieve corporate goals
- effective partnering relationships between functional departments and global regions (e.g: Operations Excellence to Brazil Mass Manufacturing) through building partnering agreements which drove cross-business effectiveness as measured by process improvement, global quality and bottom line result.
- measurement of the leadership and partnering effectiveness of individuals and teams within and between sites – using customized behavioural inventories.

### Key Performance Issues

During the past three years, the Global Operations Leaders have used the think one team™ framework to provide a core philosophy, an operational framework and set of skills / practices to align on both the core operational activities and the improvement initiatives such as lean thinking.

Some examples of feedback from participants of the program are provided below:

- We can create a database of resolved problems which are shared collaboratively with other global sites & have been resolved using the collaborative problem solving methodology
- Building a partnering agreement has helped us work better together even under changing business priorities
- We now have a clear schedule for planning, debriefing and reporting our production cycles to our key partners
- Provides leaders with the practical tools to work better with our individual team
- We link the five practices to our strategic plan at all levels [GOPS – Site Managers- Site Team Leaders] and this gives clear alignment
- The proposed next stage in the Think One Team™ implementation is to accredit 'internal champions' at each international site to support further integration into the business operations and the cultural development activities.

### Implementation Issues

The key to successful working relationships and execution of the program has been the use of a core implementation team and the involvement of the Consultants at quarterly Executive meetings to review progress and plan next steps. Monitoring has been via a scorecard which assesses delivery of key results through the use of the tools. Importantly, the senior leaders acknowledge that this framework has played a key part in this being the only business unit in the group to achieve budget levels in the tough economic climate.

## Case Example – Resources Agency

Our client is a leading Australian government agency which handles mining, agriculture, forestry and fisheries in a 'silo structure' led by an Executive of 14 people. The region covered by the agency is diverse and large with significant and complex resource management and sustainability issues. The need for unity of leadership to address these complex issues led the Chief Executive and the Director, Organisational Change and Development to engage Graham Winter Consulting / Think One Team International to help to achieve the required level of integration at the senior levels

### The Initiative

The think one team™ framework was introduced to the Executive Team and facilitated to achieve the aim of developing appropriate partnering between leaders and functions, while retaining the specialization of diverse units that handle activities such as policy development, research licensing and investment attraction.

The framework continues to be implemented and has enabled the leaders to address the challenges in a way that got around many of the barriers to collaboration which occurred using traditional team and leadership development.

Key elements included:

- Defining a shared set of operating principles (using the mental model of 'silos with holes in them') which set the framework for better partnering at senior level
- Identifying key 'spotlight issues' which demand a level of partnering (eg biosecurity, response to climate change, drought, sustainable development) – and this has resulted in issues being addressed in a cross-agency manner and accordingly has progressed issues that were previously moving slowly in the individual silos
- Developing skills which have fostered more open and constructive debates
- Forming collaborative problem solving task forces to address the issues

A key to achieving the required partnering was to re-vamp the Executive meetings and communication into a 'one team' model which is less operational and more attuned to a leadership team in such a complex environment. This has been acclaimed as a major breakthrough in leadership effectiveness.

The feedback received from the Chief Executive and Director, Organisational Change and Development have confirmed the significant improvement in the effectiveness and efficiency at senior levels and we have been engaged to continue this work with further activities throughout 2010.

### Key Performance Issues

This intervention is still in its relatively early stages, however there is evidence both of the uptake from the program and the engagement shown by the leaders. Some examples of feedback from participants of the program are provided below:

- Genuine and honest personal sharing of views and experience has built partnerships
- Provided a clear 'big picture' which makes it easier to engage staff
- A real break through – we have a 'one team' message to align everything
- This has grounded us to focus on practical outcomes with consensus
- Building a united view and leadership intention

## Mid-Sized Bank

Our client is one of Australia's mid-range Banks and has undergone a merger in the past two years.

Subsequent to the merger one of the two merging entities committed to a five year cultural and leadership development initiative with the central theme of 'values-based leadership' and a series of interventions to achieve the overall aims. This initiative directly involved approximately 120 leaders, and featured both in-house and externally delivered strategies.

We were engaged to provide a range of these services including:

- Development of the Executive Team
- Input into the design of in-house measurement tools (climate, culture and 360 degree feedback)
- Leadership coaching
- Development of the Senior Leadership Group and the Leaders Group
- Facilitation of various activities, including specialised topics such as handling tough conversations

The results of the initiative were both evident in the engagement scores and 'values ratings' on internal surveys and in the widespread commitment to the use of the values in virtually every aspect of the Bank's activities.

## Major Transport Agency

Over the past year, this major organisation has introduced the think one team™ framework to the Executive Team and is now using it as a model and process for addressing major projects and as part of the cultural transformation process.

In the past three months Think One Team International has been involved in:

- Measuring the effectiveness of teamwork across boundaries
- Tailoring a development initiative comprising leadership, team and partnering skills and tools for use in our clients unique environment
- Certifying 25 leaders as in-house Partnership Coaches
- Facilitating partnering agreements between key internal divisions and with external parties (private and public sector)

The initiative continues and has been described by the Executive General Manager, People and Performance as 'Sensational' and as playing a major part of getting change in leadership and team behaviours.

## Financial Administration

Our client is a Melbourne-based financial organisation which is responsible for administering superannuation transactions for millions of Australians. The business, which employs approximately 1200 people across Australia, has been undergoing a transformation in culture and business practices which continues.

We have been engaged over the past three years to assist in a variety of interventions including:

- Senior leadership team development
- Roll-out of our think one team framework tools into business units and project teams
- Facilitation of team and partnering activities

Our client has achieved major changes in key metrics including staff turnover, productivity and engagement while continuing to successful progress their transformation of the major platform for the business.

### Services Provider

Our client provides a range of community services and is committed to the continuing development of a constructive workplace culture. The main focus of our work has been to assist in the transformation of the performance conversations cycle from an annual administrative process to a series of regular two-way conversations that address the themes of Achievement, Development and Enjoyment.

The assignment continues and will feature further coaching in the skills needed to hold effective leadership and partnering conversations.

### Credit Union

Our client is one of Australia's largest credit unions with offices across multiple states.

We were engaged to design and implement a two-tier program to enhance the partnering between the Sales / Branch and Credit / Loans Processing functions. The business imperative for the initiative was the need to speed up the processing of loans while ensuring that quality was not compromised.

A series of key project activities were identified and appropriate measures / indicators established. These were then successfully tackled in a way that achieved targeted reductions in processing time and forged a much more open and effective relationship and set of work practices.