



Case Study: **Improving Performance** Client: **Global Oil & Gas Supplier**

The situation

The team was providing functional support to a large business unit. It had only been together for a few months. They had been handed responsibilities from previous incumbents, together with all of the problems that were embedded into the way the service was delivered. There was little sense of team and virtually no collaboration and a high level of dissatisfaction from the rest of the business that was depending on this team for services.

The task

To bring about radical improvements in how they delivered their services, defined their processes and worked as a team. To improve the service delivery processes in terms of time, quality, cost and customer satisfaction.

“We knew things weren’t working, but did not know how to put them right . We could not communicate with each other or ask the right questions. We were stuck” Team member

The Process

Engaging Leadership

A coaching relationship was set up with the Team manager to allow for a frank and timely exchange of views about their leadership style and the interventions that they needed to make with their team. Real-time coaching based on observable behaviours is often far more powerful in its impact than a off-site, relationship. The team manager found it challenging, but quickly realized that this approach could provide great insights and support.

Developing a team identity and goal

The team were brought together to explore how they were working together and areas for improvement. They developed ‘team charter’, articulating their goals (performance results), in-year milestones, dependencies and individual roles . This approach quickly galvanized the group into a productive and motivated team.

Defining Individual Roles

Within the context of the team charter, individuals developed a team profile which goes into more detail about their specific deliverables towards the team’s result. The team leader, with support, starting holding timely and direct conversations with each individual. The aim was to get a balance across all of the performance needs—Individual; Team & Task.

Defining Processes & creating service standards

Part of the challenge for this team was that they had a ‘rag, tag’ set of procedures and ways of doing things that were woefully ineffective for their environment. Nobody had a picture of the end-to-end process, the hand-offs and how it impacted on other teams within the function.

A series of workshops involving the team, their colleagues in other teams and a number of senior clients, helped to build a picture of what they did, why they did it that way and how it could be improved. This was very much a hands-on approach with everyone getting involved. That way everyone not only understood the process, but owned the final result.

Creating a performance management framework

One of the big reinforcing tools to embed and then maintain new behaviours is a visual performance management framework. So the Team Charter, performance dashboards and other regular updates were displayed on the wall and regularly discussed at team meetings.

The Results

- The team were able to issue a series of SLAs to support other parts of the business.
- 30% efficiency improvements for service delivery
- Major improvements in overall customer satisfaction by providing more targeted and appropriate services.
- Best practice leaders—exporting their tools and approach to other teams within the group.

“ Agents2Change brought a purposeful and focused approach. They helped us to land clarity on activities that had been poorly directed They engaged the organisation at all levels to get buy-in and build cooperation.” HR Director

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