



Case Study

Building a High Performing Team

Situation

The Marketing leadership team was good, but not great. Although leaders met their deadlines, they functioned in silos. That was fine when the organization was smaller and slower paced. But now, with Marketing assuming a greater role in leading the company, there were too many projects on the table for the team to be merely good. The team had to be great.

Members needed to draw on their collective intelligence, collaborate on cross-departmental projects, and use each other as resources during the busy months ahead. The costs of not collaborating could be great: leadership burnout, quality gaffes, missed opportunities, and inconsistent messages to the trade and the press. The Vice President of Marketing was determined not to let the team fail.

Response

The Vice President realized that getting the team to high-performance would take more than a single offsite. This team had ingrained habits that members would fall back on in times stress. Members needed ongoing support in order to change embedded behaviors. The Vice President engaged Partnering Resources to work closely with the team to achieve high-performance.

Together, the Vice President and Partnering Resources decided on a team coaching approach. This approach began with each team member taking a comprehensive, data-based assessment to measure the team's effectiveness. Then, in a group meeting, the team identified its major gaps and created team development goals.

Over the next three months, the team worked on their development goals with Partnering Resources at its side as a real-time coach and facilitator. After three months, the team took the initial assessment again to measure progress.

Results

On their second assessment, the team achieved some of the highest scores ever seen in the history of the assessment. They went from average to exceptional in trust, goal clarity, commitment, and implementation. The achievement wasn't just theoretical. One team member described how the group came together to achieve what had been unthinkable in previous years:

"We had spent months preparing for our biggest event of the year. With only two weeks remaining before the start of the event and a seemingly endless list of "to do's," one of our key team leaders became seriously impaired by doubts about our ability to succeed. The other members of the team identified the situation, developed a short list of actionable tasks that each team member could do to help this individual work through the doubt and anxiety. The team pulled together and turned the situation around such that every key portion of the event was a huge success and nobody outside the immediate team knew that there had been an issue."

Client Profile

Industry
Technology

Division
Marketing

Operating Budget
~\$75MM

Staffing Level
~30 in the Marketing Division

Key Responsibilities

- Messaging and branding
- Press and analyst relations
- Partner relations
- Product management

Strategic Goal

Exceed expectations on the annual company-sponsored industry conference

Critical Success Factors

- Active marketing VP leadership and coaching
- Pre- and post-project assessments
- Biweekly, real-time, team coaching sessions
- Clear, measurable team development goals
- Integrated development and performance

"I knew that we would not be successful in taking a bigger leadership role in the Company unless we found a way to get to a highly level of performance, without adding additional people. The work that we did with Partnering Resources enabled us to develop, very quickly, into a much higher performing team. We were more effective, more successful and the team members reported significantly greater pride and satisfaction in their accomplishments."
- VP Marketing