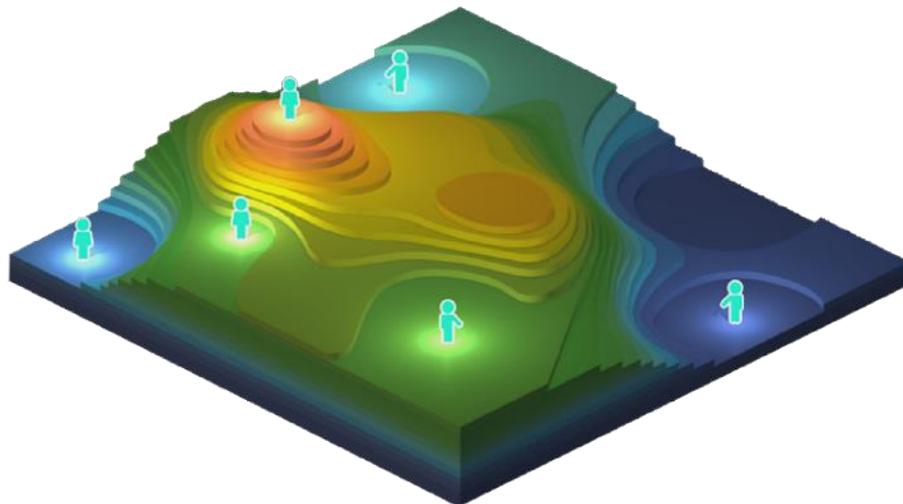


CASE STUDY

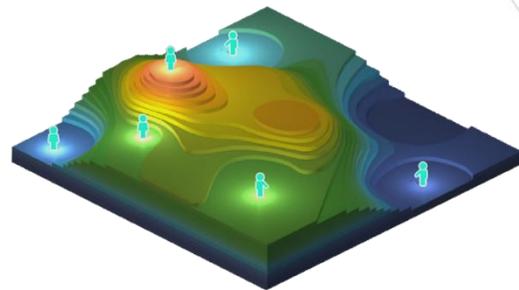
Accelerated High Performance Team Development



REAL RESULTS

COMPANIES UTILIZING TEAM MAPPING:

- Dell
- T-Mobile
- European Space Agency
- Jackson Health System
- Various military Special Forces units in Europe and NATO



CLIENT TESTIMONIALS

"T-Mobile Czech Republic used the results of [Team Mapping] as a very important and efficient to check the health of the communication and cooperation within our organization. The process showed our strengths, weaknesses, and clearly identified fields for improvement. I personally appreciated the scale of recommendations ... which led to improvements in weak areas. The exercise seriously helped to enhance personal and team efficiency during our transformation and integration with acquired companies. I am sure we will continue to use [Team Mapping]!"

– **Milan V**, CEO
T-Mobile Czech Republic A.R.

"I found the [team mapping] exercise very useful both at an individual level in giving me team feedback on my team behaviours, and also at a team level as a catalyst for team process conversations which have subsequently led to tangible team improvements."

– **Neil M**, Director
Dell, United Kingdom

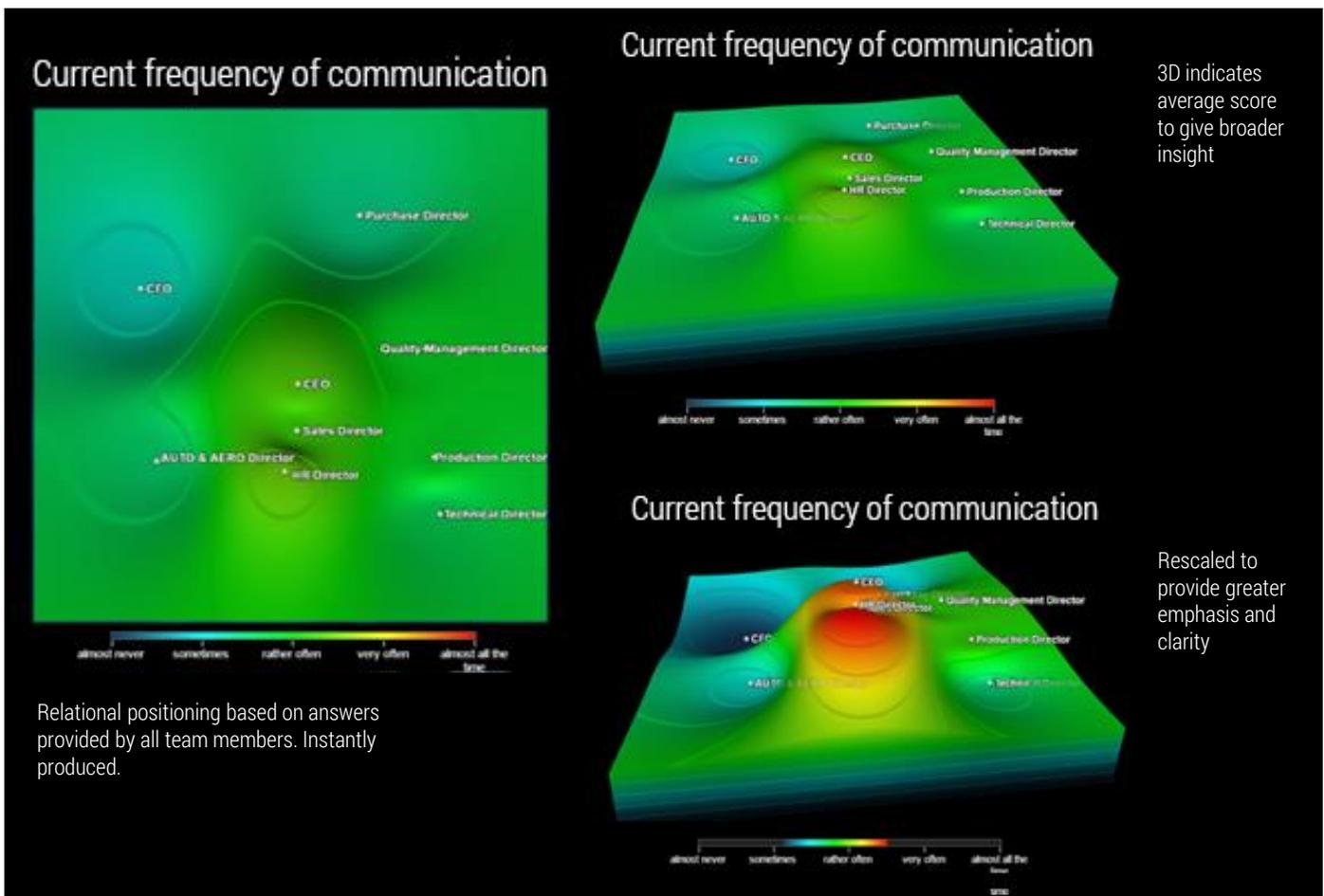
Benefits of Team Mapping

- Focus on critical success factors
- Rapidly identify teamwork opportunities to improve
- Provide leaders with solid data to make sound decisions
- Integrate subjective perspective and enable productive planning
- Track and measure team improvements over time
- Participant ownership of process and results
- Develop team and individual plans simultaneously, in real-time

HOW IT WORKS

TEAM MAPPING SOFTWARE

ASAP™ High Performance Team Development utilizes an easy-to-understand, intuitive graphical output called Team Mapping to represent organizational relationships and identify opportunities.

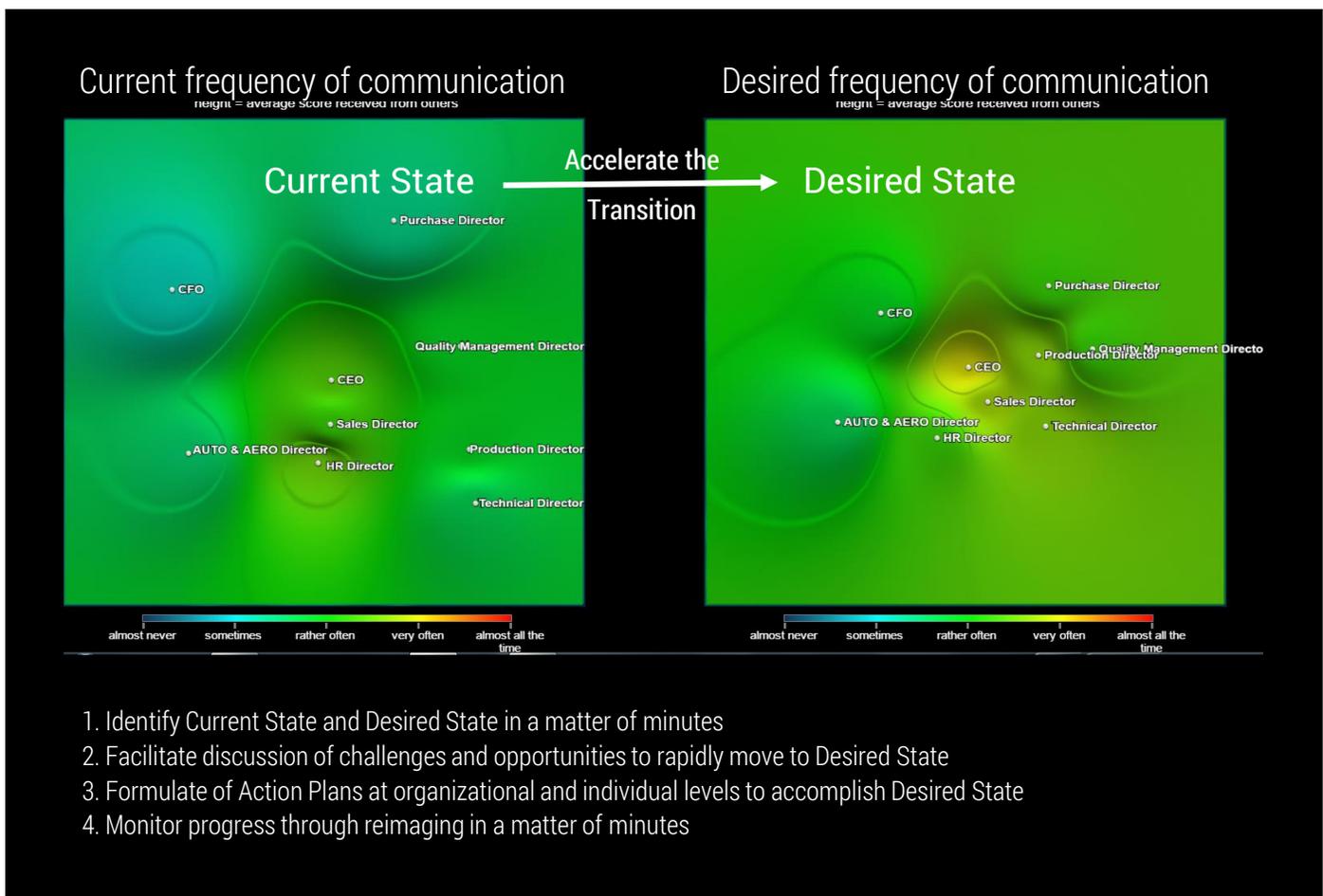


Relational positioning based on answers provided by all team members. Instantly produced.

HOW IT WORKS

FACILITATION and TRACKING

The imaging provides a tool for representing Current State and Desired State and tracking progress. The certified Facilitator works with the team to create the action plans that will transition the team.



CASE INTRODUCTION

SETTING the SCENE

The client is a 100 year old, Billion dollar organization with 12 autonomous business units. The business unit in this case study is a team of 12 that includes a CTO, five Vice Presidents, four Directors, a PMO, and an Admin.

KEY POINTS:

- For various reasons the organizational leadership changed three years prior and a new CTO was appointed.
- Since that time the CTO has systematically replaced 50% of the leadership with new people.
- The current team has been in place for 2 years and is experiencing issues implementing the new vision for the organization.
- Legacy team members are hesitant to make decisions and newer team members are frustrated with the lack of momentum.
- The group is additionally hampered by the larger organization that has struggled to set and implement a new vision or implement new initiatives and is often encumbered by red-tape despite declining sales.
- The organization's industry is experiencing exponential change requiring an organizational transformation. This business unit is at the center of that transformation.

The GOAL

The CTO is seeking to identify areas to rapidly improve the team performance, create a collaborative environment, and build momentum toward implementing change. He/She would like to better understand team dynamics, communication, and collaboration.

CASE PROCESS

This report provides the findings from the results of three progressive sessions designed to accelerate team development and performance for an IT Leadership Team of a Billion dollar organization in the southwestern United States.

- Each session started with a 15-minute survey on the topics followed by a 90-minute facilitation.
- Each session ended with a series of action plans for the team to work on before the next session.
- Between sessions, the facilitator conducted 1-to-1 coaching with participants to assist with their individual action plans.

TOPICS COVERED in 3 SESSIONS

#1 Communication

- Importance of Communication
- Frequency/Desired Frequency of Communication
- Knowledge of/Desired Knowledge of Work
- Quality of Communication

#2 Cooperation

- Importance of Cooperation
- Effectiveness of Cooperation
- Availability to Others
- Reliability to Others
- Willingness to Help
- Openness
- Effective Listening

#3 Leadership & Decision Making

- Dependence on Decision Making
- Effectiveness of Decision Making
- Sharing of Relevant Information
- Leadership Skills
- Team Alignment
- Influence on Decision Making

PROGRAM RESULTS

The outcome of three progressive sessions designed to accelerate team development and performance for an IT Leadership Team resulted in a facilitated team overview performance improvement plan and individual performance improvement plans. The Team plan was generated and adopted by the team participants. Individual performance improvement plans were created by participants with 1-to-1 coaching and assistance from the facilitator.

What follows are the details of the analysis that were done for Communication, Cooperation, and Leadership and Decision Making.

TEAM ACTION PLAN

The Team plan was generated and adopted by the participants as a result of working with the facilitator



Build trust in decision making – The team needs to develop a higher level of trust particularly between the CTO and leadership teams. There is hesitation among legacy employees to step up and make decisions without direction.

Next steps:

- Improve process for validating decisions
- Start with specific decisions, build trust, expand
- Develop simple parameters around decision making
- Ensure people understand implications on budget, etc



Enable knowledge building – There is a general need to raise the knowledge of people's roles, responsibilities, goals, and measure.

Next steps:

- Make goals transparent
- Develop a spotlight in leadership meeting for each functional role
- Create 1-to-1 discussions between leaders



Mature the issues resolution process – The program identified a need to develop a more effective approach for identifying, escalating, and resolving issues.

Next steps:

- To be resolved as an agenda item starting at next meeting



Balance tension between fire-fighting and effective cooperation – Day-to-day issues burn time from collaborative work. Yet, if the work can be done the fires would diminish.

Next steps:

- Set aside specific times for collaborative efforts
- Set priorities and actively manage competing interests
 - Make internal strategy and priorities clear
 - Manage external relationships
 - Measure agreements for consistency, impact and holistic view



Create communication feedback loop – Communication frequency does not equal effectiveness. The team needs to provide each other with feedback.

Next steps:

Coaching program specific to:

1. Effective communication
2. Method of delivery
3. Situational communication



Integrate the R&D function – R&D is perceived as a function outside the rest of IT. The group sees it as integral to defining the future.

Next steps:

- Identify integration opportunities in leadership meeting and coach VPR&D
- Look at a job description as goals
- Strategic position facilitating the vision



Leadership development & coaching – There is a broad need for leadership development and coaching for all.

Next steps:

- Get a proposal on coaching a prioritize needs
- Define leadership traits and approach for the group.



Keep momentum – The team was concerned that progress made during sessions would be lost in day-to-day needs.

Next steps:

- Get a proposal for systematic review and progress toward goals
- Follow individual roadmaps

INDIVIDUAL ACTION PLANS

Individual performance improvement plans were created by participants with 1-on-1 coaching and assistance from the certified facilitator.

Participant Role	Perceived Strength Areas	Perceived Improvement Areas	Perceived Development Areas
CTO	<ul style="list-style-type: none"> Level of comm, knowledge of work, reliability, effective decision-making 	<ul style="list-style-type: none"> Quality of comm, effective cooperation, availability, helpfulness, sharing, leadership 	<ul style="list-style-type: none"> Effective listening, team alignment
VPERP	<ul style="list-style-type: none"> Level of comm, knowledge of work, reliability, helpfulness, effective listening, effective decision-making, openness 	<ul style="list-style-type: none"> Quality of comm, effective cooperation, availability, sharing, team alignment, leadership 	
VP SERVICES	<ul style="list-style-type: none"> Level of comm, reliability, helpfulness, effective decision-making 	<ul style="list-style-type: none"> Knowledge of work, quality of comm, effective cooperation, availability, effective listening, leadership, openness 	<ul style="list-style-type: none"> Sharing, team alignment
VP SECURITY	<ul style="list-style-type: none"> Level of comm, knowledge of work, availability, helpfulness, reliability, effective listening, effective decision-making, leadership skills 	<ul style="list-style-type: none"> Quality of comm, effective cooperation, team alignment, openness 	<ul style="list-style-type: none"> Sharing
VP TRANS	<ul style="list-style-type: none"> Level of comm, knowledge of work, availability, reliability, leadership skills 	<ul style="list-style-type: none"> Effective of comm, availability, decision-making, sharing, openness 	
VP R&D	<ul style="list-style-type: none"> Team alignment 	<ul style="list-style-type: none"> Level of comm, quality of comm, effective cooperation, availability, reliability, helpfulness, decision-making, leadership skills 	<ul style="list-style-type: none"> Knowledge of work, availability, effective listening, sharing

INDIVIDUAL ACTION PLANS

continued

Participant Role	Perceived Strength Areas	Perceived Improvement Areas	Perceived Development Areas
PMO	<ul style="list-style-type: none"> Knowledge of work, reliability, leadership skills, openness 	<ul style="list-style-type: none"> Level of comm, quality of comm, effective cooperation, availability, effective listening, decision-making, team alignment 	
DIR. DEV	<ul style="list-style-type: none"> Level of comm 	<ul style="list-style-type: none"> Knowledge of work, quality of comm, effective cooperation, availability, reliability, sharing, decision making, leadership skills 	<ul style="list-style-type: none"> Effective listening
DIR. DEV ²	<ul style="list-style-type: none"> Effective cooperation, availability, reliability, effective listening, team alignment, leadership skills, openness 	<ul style="list-style-type: none"> Level of comm, knowledge of work, quality of comm, helpfulness, effective decision making, sharing 	
DIR. OPS	<ul style="list-style-type: none"> Team alignment 	<ul style="list-style-type: none"> Knowledge of work, quality of comm, effective cooperation, availability, decision-making, sharing, team alignment 	<ul style="list-style-type: none"> Level of comm, availability, effective listening, sharing
DIR. OPS ²	<ul style="list-style-type: none"> Level of comm, knowledge of work, reliability, effective listening, openness 	<ul style="list-style-type: none"> Quality of comm, effective cooperation, availability, helpfulness, decision-making, sharing, team alignment 	
ADMIN	<ul style="list-style-type: none"> Level of comm, knowledge of work, reliability, helpfulness, effective listening, team alignment 	<ul style="list-style-type: none"> Quality of comm, effective cooperation, availability, decision making, sharing, leadership skills, openness 	

COMMUNICATION

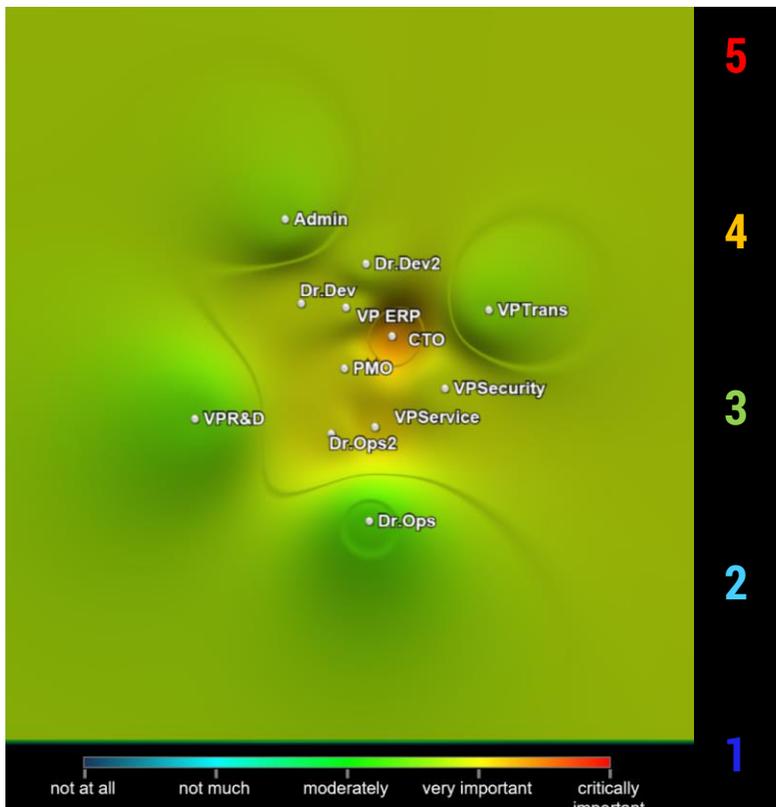
IMPORTANCE of COMMUNICATION

Q: What is the importance of communication from these people to do your work?

Measure: Score received from others

Height/Warmth: Importance of communication from the group

Proximity: Relative importance of communication to each other



Observations

- Communication among the team is considered **very important to critical** around the center and **moderate** with people loosely connected with the team.
- CTO is correctly positioned as the leader with VPERP, VPSecurity, PMO, and Dir.Dev² his/her direct reports.
- VPTrans is a liaison position which is reflected while VPR&D is R&D and Dir.Ops is new to the team

Actions

- Discussion on whether positions make sense based on roles. R&D became a consideration in that it should be setting a tone for the future.

COMMUNICATION

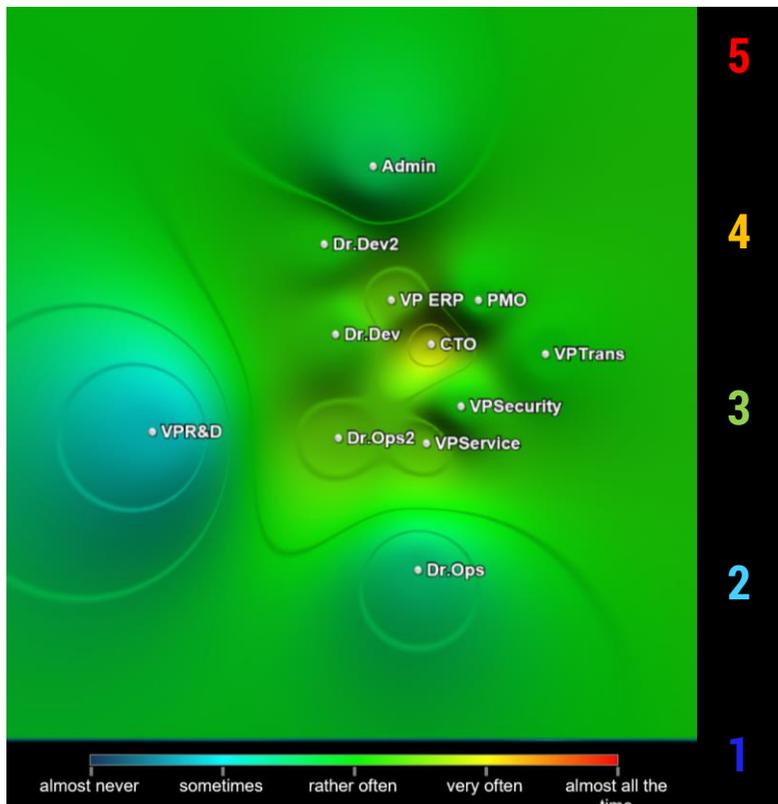
FREQUENCY of COMMUNICATION

Q: What is your current frequency of communications with the following people?

Measure: Score received from others

Height/Warmth: Average score received from others. People who communicate frequently

Proximity: Reflects with whom people communicate most frequently



CTO

VPSERVICE
Dir.Ops²
VPERP

PMO
VPSECURITY
VPTRANS
Admin
Dir.Dev
Dir.Dev²

Dir.Ops

VPR&D

Observations

- CTO is the most **frequent communicator** as leader
- Direct reports are **more likely** to communicate
- VPR&D (R&D) is furthest from the center and **communicates the least**
- Dir.Ops is the newest to the team and has yet to reach out.

Actions

- Discussion on the need for *frequent* communication from R&D.

COMMUNICATION

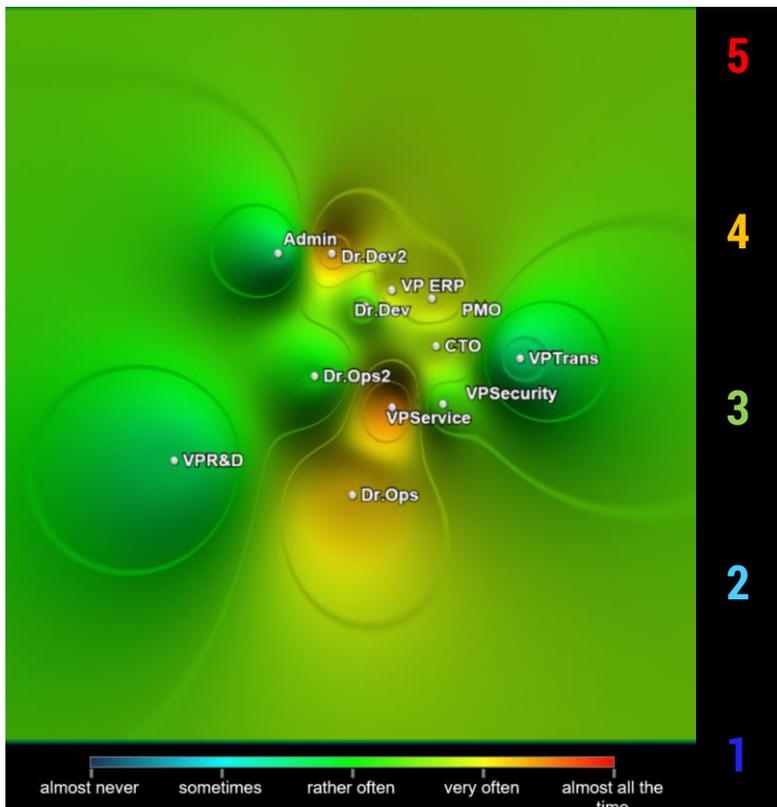
DESIRED FREQUENCY of COMMUNICATION

Q: What is your desired frequency of communications with the following people?

Measure: Score given to others

Height/Warmth: Level of communication desired to receive from others

Proximity: Reflects with whom people want to communicate most frequently



VPSecurity

Dir.Ops
VPERP
PMO
CTO
Dir.Dev²

Dir.Ops²
Dir.Dev
Admin
VPSecurity

VPTrans

VPR&D

Observations

- VPSecurity has a **heavy desire** for communications from specific people (individual report)
- Dir.Dev², VPERP, PMO want to **increase communication** with specific people (individual report).
- Dir.Ops being new, would like to **raise communication** with the group.
- CTO, VPTrans, Dir.Ops seek to **reduce the frequency** of communication in specific areas (individual Report).

Actions

- Individual plans indicate one-way and mutual requests for communication. Work with individuals to discuss the level of communication required.

COMMUNICATION

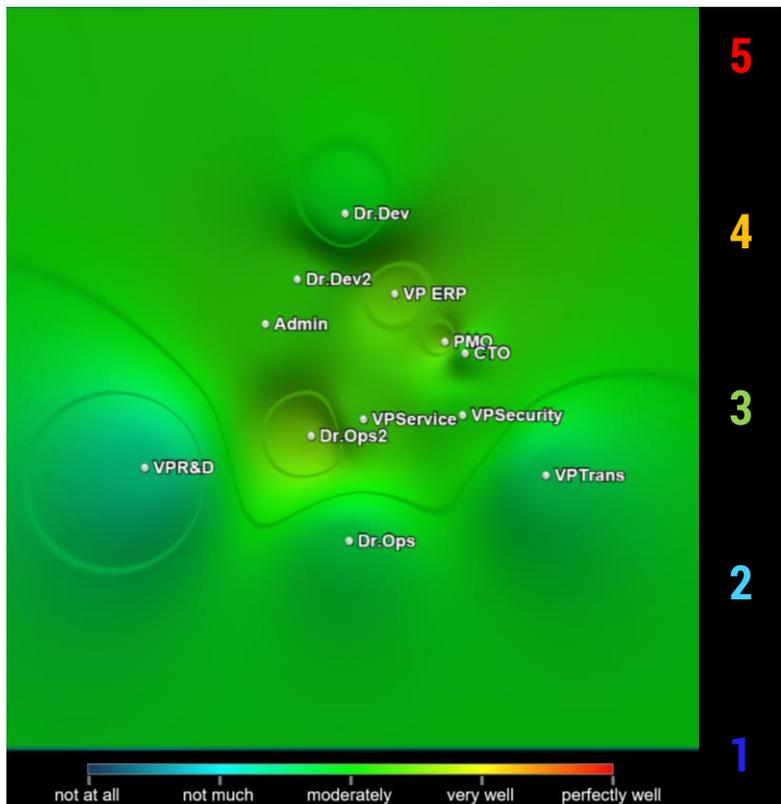
CURRENT KNOWLEDGE of WORK

Q: What is your current knowledge of the work the following people do?

Measure: Score given to others

Height/Warmth: Level of knowledge of other people's work

Proximity: Who has the most knowledge of each other's work



Observations

- Generally a **moderate** level of understanding of other people's work.
- Few people know what VPR&D is directed to achieve in R&D.

Actions

- The focus of the discussions was at what level people need to understand each other's goals and KPIs to perform in their position.
- Specific discussion around the need for interaction with R&D.

COMMUNICATION

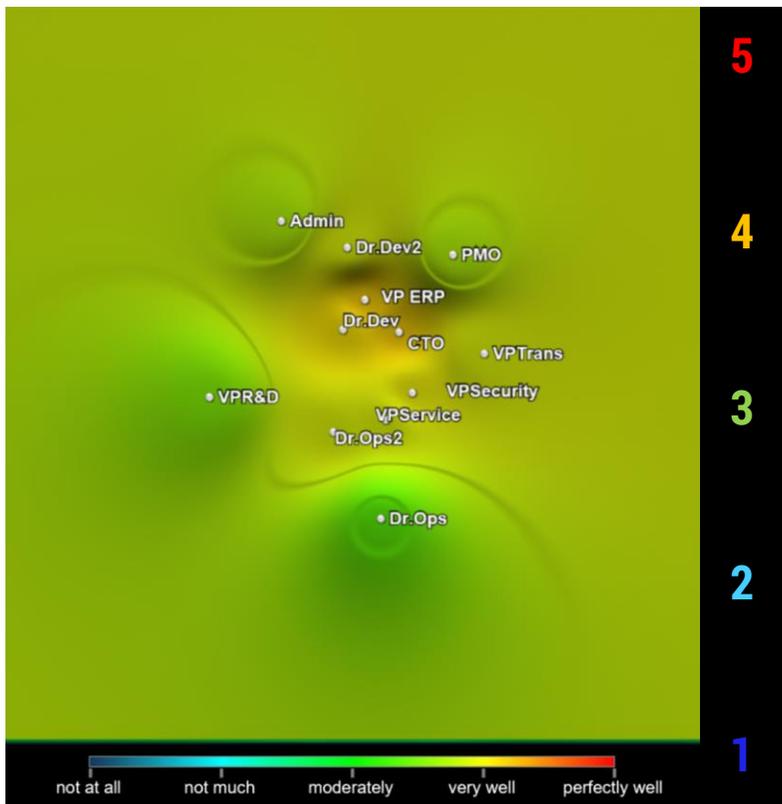
DESIRED KNOWLEDGE of WORK

Q: What is your desired knowledge of the work the following people do?

Measure: Score given to others

Height/Warmth: Level of knowledge toward other people's work

Proximity: Who has the most knowledge of each other's work



5

4

3

2

1

VPERP
CTO
Dir.Dev
Dir.Ops²
VPSecurity
VPSecurity
VPTrans
VPTrans
PMO
Admin
Dir.Dev²
Dir.Ops
VPR&D

Observations

- In general, the team wished to have a **better understanding** of each other's goals and KPIs.
- The greatest request was with **central leadership**

Actions

- Utilize individual reports indicating specific requests from each other.
- Set up knowledge share at staff meetings.
- Create transparency in the KPIs to identify ways to help each other meet goals.

COOPERATION

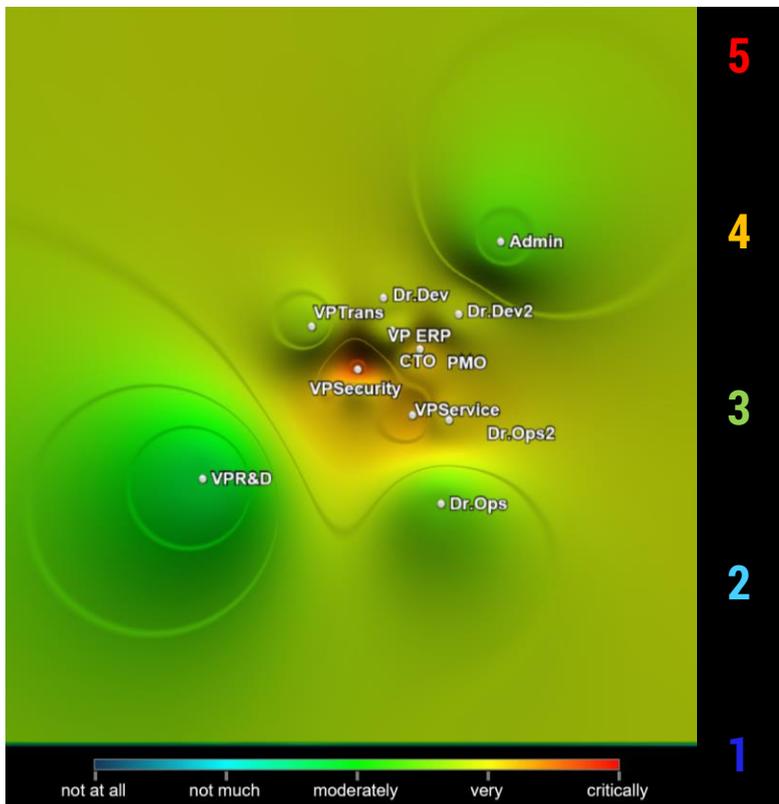
IMPORTANCE of COOPERATION

Q: How is important is cooperation with the following to do your work?

Measure: Score received from others

Height/Warmth: Represents how important it is for others to cooperate with this person

Proximity: Based on mutual evaluation of the importance of cooperation



CTO

PMO
VPSecurity
VPService
VPERP
Dir.Dev
Dir.Ops²
Dir.Dev²

VPTrans

Admin
Dir.Ops
VPR&D

Observations

- Cooperation is **very important to critical** for the team.
- Cooperation from the **center** is most important.
- VPTrans is a liaison to another group but sees that his/her role is **dependent on cooperation**

Actions

- Discussion led to the potential that decision-making rests too heavily with CTO.
- CTO needs to feel that people are trustworthy, however due to past issues the trust is not there.
- Actions focus on specific ways to build trust and specific actions, reporting approaches that will enable decision-making to be better distributed.

COOPERATION

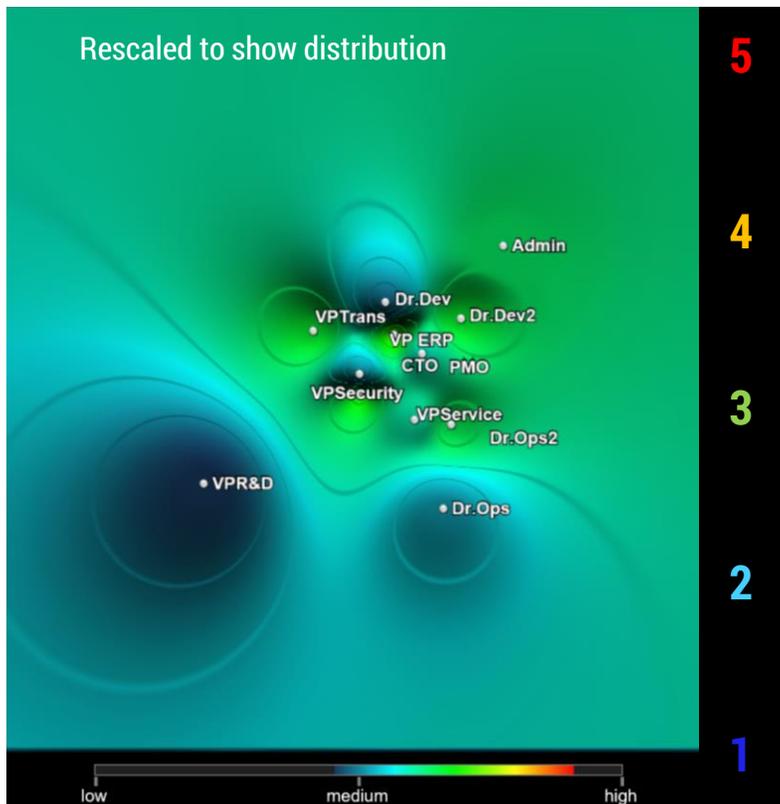
EFFECTIVENESS of COOPERATION

Q: How effective are the following at cooperating?

Measure: Score received from others

Height/Warmth: Represents how effective one is in cooperation. The effectiveness is computed from both importance and quality of cooperation.

Proximity: Based on mutual evaluation of the importance of cooperation



Dir.Dev2
VPTrans
CTO
Dir.Ops2
VPService
VPERP
Dir.Dev
PMO
Admin
VPService
Dr.Ops2
VPSecurity
Dr.Ops
VPR&D

Observations

- The effectiveness across the board was seen as **moderate**.
- So little difference that the image need to be rescaled to see a distinction.
- VPR&D from R&D was the only one not clustered.

Actions

- Considering the importance of cooperation, the moderate rating was seen as a low result.
- Discussion focused on the need to fight fires preventing opportunities for collaboration.
- Collaboration would prevent fires, so a paradox.
- Created a detailed plan for enabling greater group cooperation. R&D included as a key source of solutions.

COOPERATION

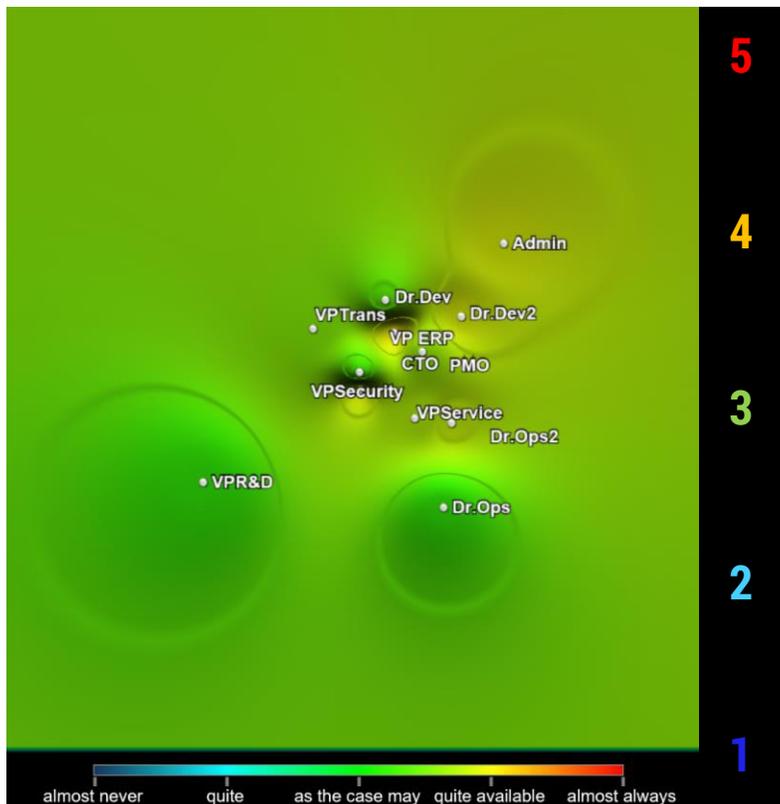
AVAILABILITY to OTHERS

Q: How available are the following to you for cooperation?

Measure: Score received from others

Height/Warmth: Represents how available people are on average

Proximity: Based on mutual evaluation of availability. The closer the people are, the more available they are for each other.



Dir.Dev²
VPSecurity
Admin
VPERP
Dir.Ops²
VPSecurity
VPTrans
CTO
PMO
Dir.Dev
Dir.Ops
VPR&D

Observations

- People are generally seen as **available** to each other.
- Challenges are related to being focused on solving multiple issues at one time.
- VPR&D is relatively **less available**.

Actions

- The need to fight fires is the biggest challenge.
- Team members utilized individual reports to find key needs for availability and discussed opportunities to improve.

COOPERATION

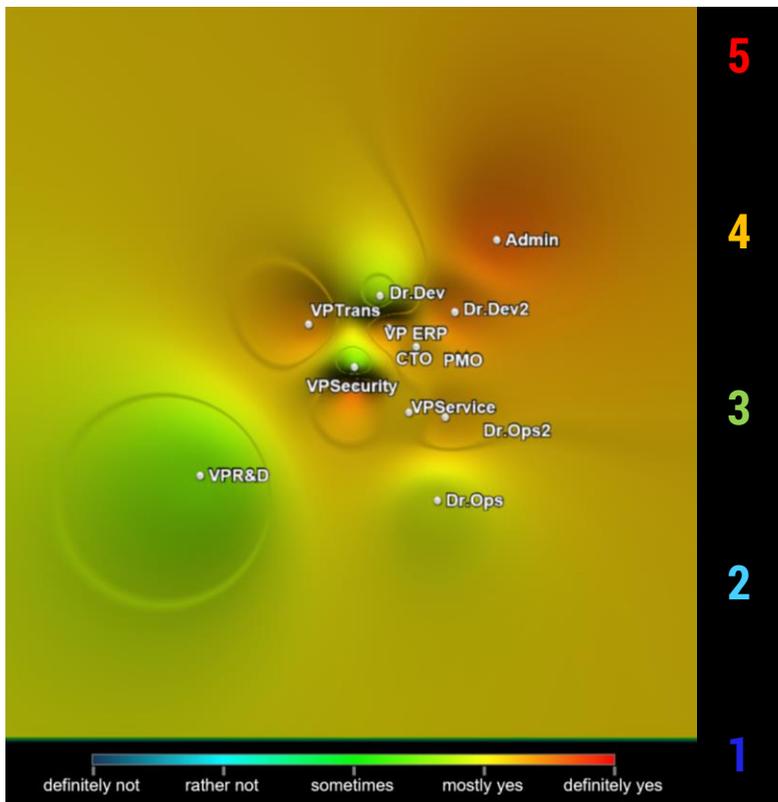
RELIABILITY to OTHERS

Q: How reliable are the following?

Measure: Score received from others

Height/Warmth: Represents how reliable people are on average

Proximity: Based on mutual evaluation of reliability. The more people can rely on each other, the closer they appear.



Observations

- Team Members see each other as **highly reliable**.
- VPR&D is relatively **less reliable** and separated from the group.

Actions

- Discussion around this question centered on the role of R&D. Is it a separate group working in laboratory environment or should it share goals with the team?
- The actions centered on rethinking to goals and approach to R&D starting with retitling it as “innovation” and setting shared goals.

COOPERATION

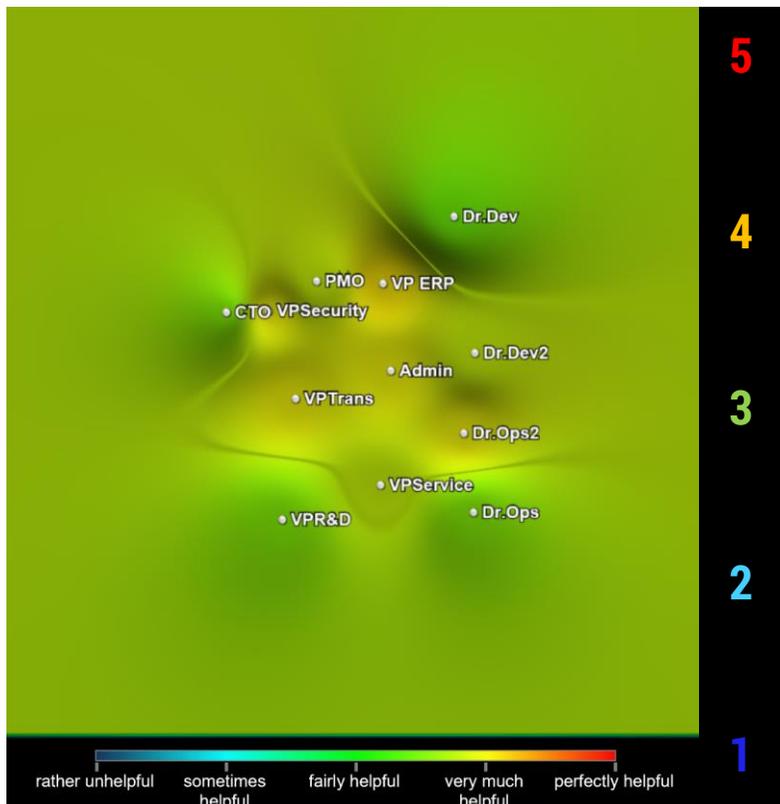
WILLINGNESS to HELP

Q: How willing are the following to help with work issues?

Measure: Score received from others

Height/Warmth: Represents how helpful people are on average

Proximity: Based on mutual evaluation of helpfulness. The closer the people are, the more helpful they are to each other.



VPERP
 VPSecurity
 Admin
 VPService
 VPTrans
 PMO
 Dir.Ops²
 Dir.Dev²
 Dir.Dev
 CTO
 Dir.Ops
 VPR&D

Observations

- Over all the team members are **fairly to highly helpful** when called on
- Some members are more **moderate**. CTO stands out given he/she is the leader.

Actions

- In general, the team saw this as a realistic score though CTO saw his/her level as a "C" and wanted it to be an "A".
- Discussion centered around the pulls of the outside requirements on CTO. It was agreed that if authority could be distributed for outside issues, he/she would have a greater ability to be helpful.

COOPERATION

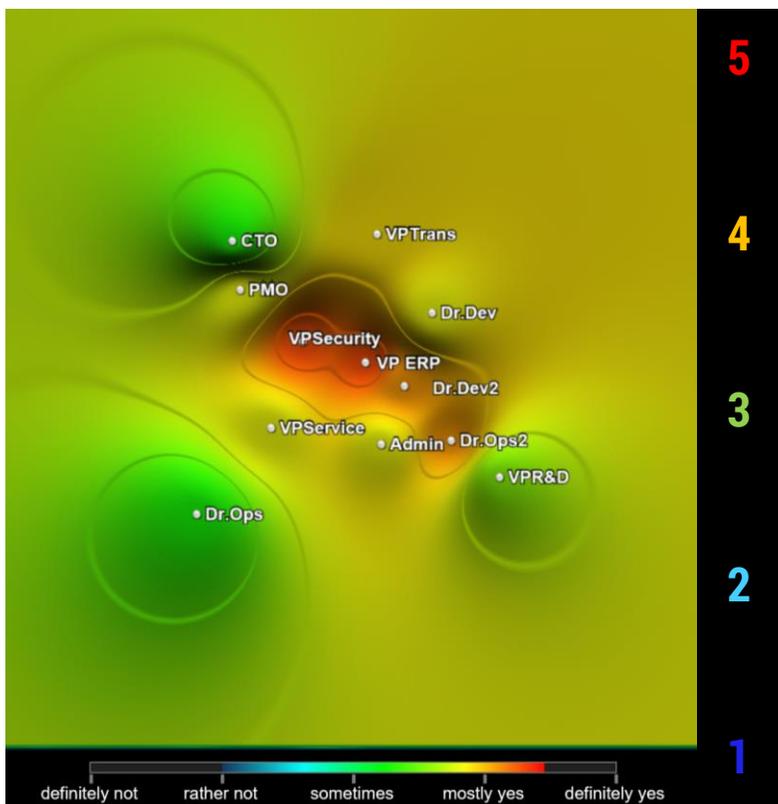
OPENNESS to OTHERS

Q: Can your relationship with the following people be characterized as "open" regarding feedback and general communication?

Measure: Score received from others

Height/Warmth: Average score received from others

Proximity: Distance between people corresponds to their mutual evaluation.



Observations

- Over all the team members are **fairly open** with VPERP, and VPSecurity seen as **very open**.
- Some members are more **moderate**. CTO stands out given he/she is the leader.

Actions

- Here again, the discussion centered around CTO who saw his/her rating as a "C-" and wants to be an "A."
- The idea that someone who wants to be open does not always exhibit behaviors to be open. CTO is seen as intimidating by many team members due to his/her demeanor, directness and way of challenging people.

COOPERATION

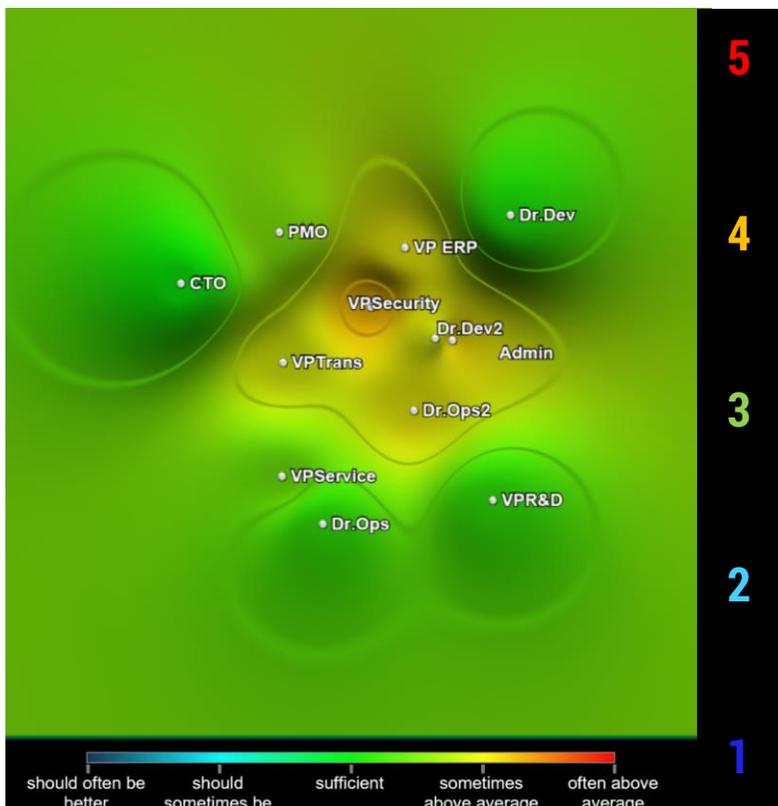
EFFECTIVE LISTENING

Q: How would you rank the effective listening skills of the following people?

Measure: Score received from others

Height/Warmth: Average score received from others

Proximity: Distance between people corresponds to their mutual evaluation.



Observations

- VPService has a **strong core competency** in listening as do other senior management.
- CTO is perceived as a **moderate listener** but not someone people count on for this skill.

Actions

- Again, the discussion centered around CTO who saw his/her rating as a "D" and wants to be an "A."
- At this point, CTO suggested that he/she would be looking for some coaching to be more effective.
- Other members of the team expressed a desire for coaching and options for this were discussed openly.

DECISION MAKING and LEADERSHIP

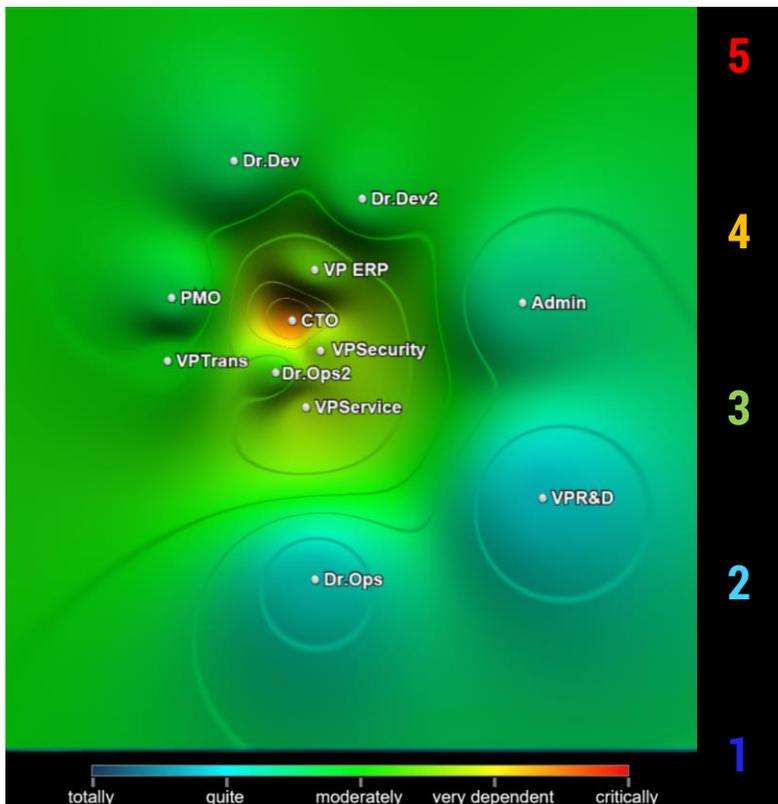
DEPENDENCE in DECISION MAKING

Q: To what extent is your decision-making dependent on the following people?

Measure: Score Received from Others

Height/Warmth: People on whom others depend the most will be on the peaks

Proximity: Reflects how much people depend on each other



CTO

VPERP
VP Security
VP Service

Dir. Ops²
PMO
Dir. Dev²
Dir. Dev
VP Trans

Admin

VPR&D
Dir. Ops

Observations

- Decision-making is heavily centralized with CTO being seen as **critically dependent** by the core team and others being only **moderate**.
- R&D is **not seen as critically dependent** for IT

Actions

- This discussion led to greater depth on why centralized decision-making is preferred. It focused on the trust vs. accountability issue.
- The team felt this centralization was slowing the group.
- The need for a more distributed decision-making approach was discussed at length and a high-level plan to get there was laid out including follow-up sessions.

DECISION MAKING and LEADERSHIP

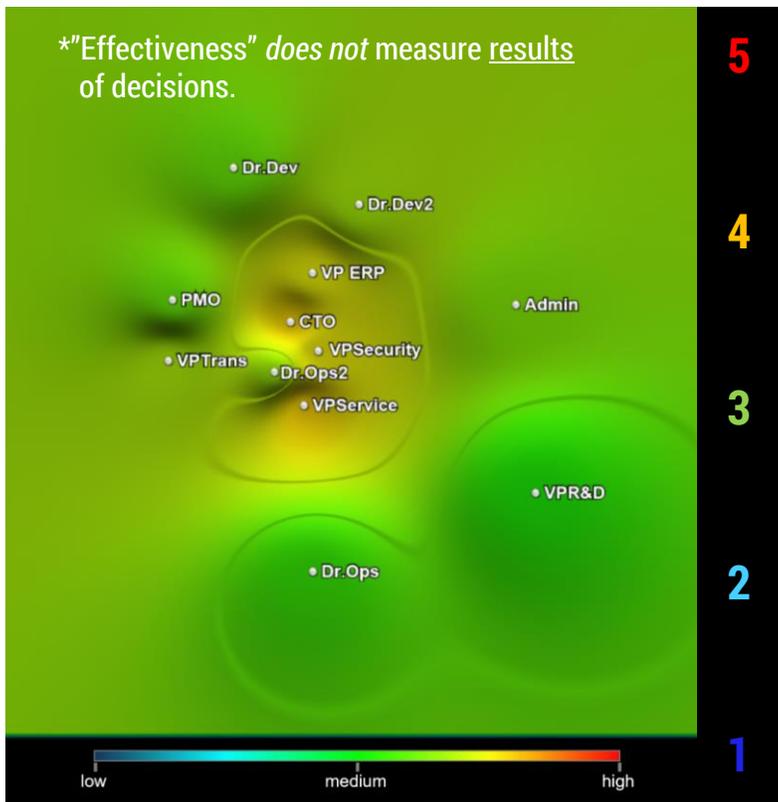
EFFECTIVENESS of DECISION MAKING

Q: What is the perceived effectiveness of decision-making?

Measure: Score received from others

Height/Warmth: Average score for effectiveness calculated based on how dependent people are relative to how available they are

Proximity: Reflects how much people depend on each other



Observations

- The **senior members** of the team are seen as **effective** in their decision-making, with everyone being at least **moderate**.
- Effective in this sense was a bit confusing.

Actions

- A discussion of what "effective" means was facilitated.
- Since this is a calculated result from other inputs, the discussion returned to the themes that drive availability – fire fighting too much to create a vision/direction.
- Actions for ensuring time for visioning were developed.

DECISION MAKING and LEADERSHIP

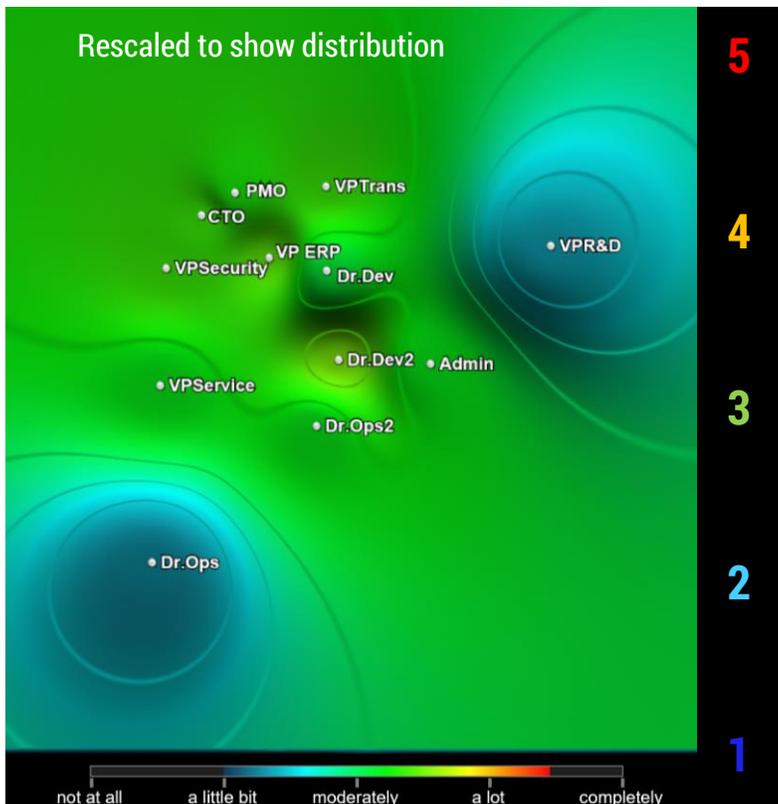
SHARING of RELEVANT INFORMATION

Q: To what extent do people share with you the information relevant to your work?

Measure: Score received from others

Height/Warmth: Average information the person shares with others

Proximity: Reflects how much information people share with each other



Observations

- Most results were **moderate**. The view had to be rescaled to see a major distinction.
- Dir.Ops and the VPR&D were seen to **share less** information (or less relevant information) than others

Actions

- The discussion focused on the term “relevant” and people were specific about what was most relevant to their role.
- The team determined that by increasing knowledge of work and goals they would be able to determine what relevant information they would need to share.

DECISION MAKING and LEADERSHIP

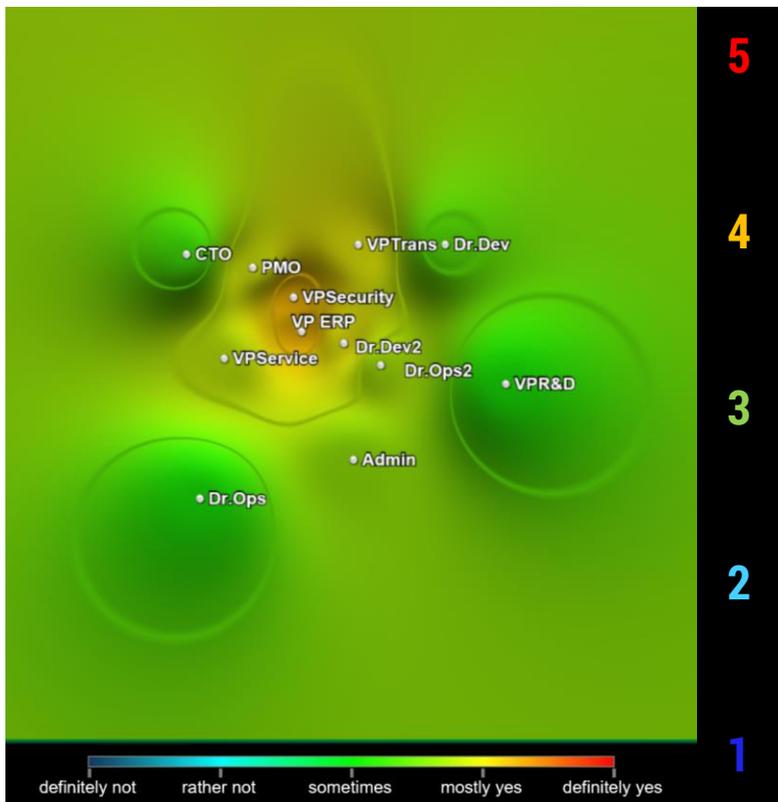
LEADERSHIP SKILLS

Q: Do the following people apply the necessary leadership skills to fulfill the team's vision and strategy?

Measure: Score received from others

Height/Warmth: Average score received from others

Proximity: Distance between people corresponds to their mutual evaluation



Observations

- The VPSecurity and VPERP were seen to be the **most prepared leaders** while the PMO, VPService, and Dir.Dev2 were also seen as **mostly prepared**.
- The CTO was only seen as **moderately prepared**

Actions

- Prior to viewing results, the team discussed what "**Leadership Skills**" were required, as well as how to improve on the necessary skills. A roadmap for each person was offered and follow up sessions proposed to key members of the team

Leadership Skills Considered

- Creating a vision
- Building support
- Being organized
- Being knowledgeable of work
- Actively listening
- Effectively communicating
- Being approachable
- Making decisions
- Delegating responsibility

Ways to Improve Leadership

- Transformational vs. Transactional
- Get feedback - Formal & Informal
- Benchmarking – Self/Org/Other leaders
- Coaching – Programs & 1-to-1

DECISION MAKING and LEADERSHIP

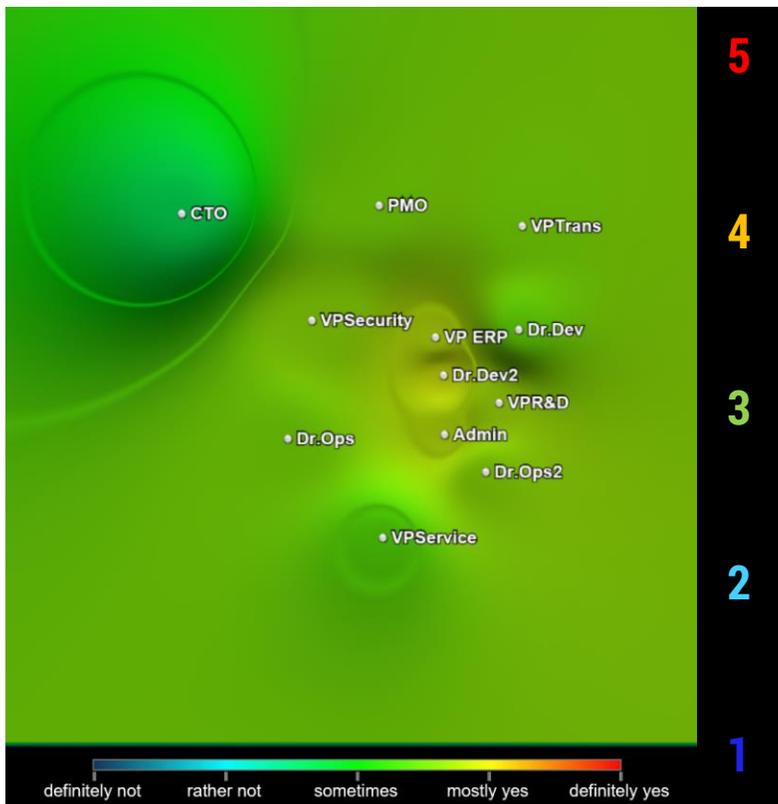
TEAM ALIGNMENT

Q: Do the following people set their interests aside to reach the team agreement more easily?

Measure: Score received from others

Height/Warmth: Average score received from others

Proximity: Distance between people corresponds to their mutual evaluation



Dir.Dev²
VPR&D
VPERP
Dir.Ops
Admin
Dir.Ops²
VPSecurity
PMO
VPTrans
Dir.Dev
VPService

CTO

Observations

- The Dir.Dev², VPERP, and Admin appear **strong** at team alignment. Most of the rest of the team is **fairly moderate**.
- The CTO is **fairly moderate** in this space and is separated from the group indicating that he/she is more focused on his/her interests.

Actions

- Corresponding to active listening and leadership skills, this result indicates a perception that the CTO is disconnected from the interests of the team.
- The discussion focused on what the perception issues were and how the CTO can be more focused on aligning himself/herself to the team through coaching.

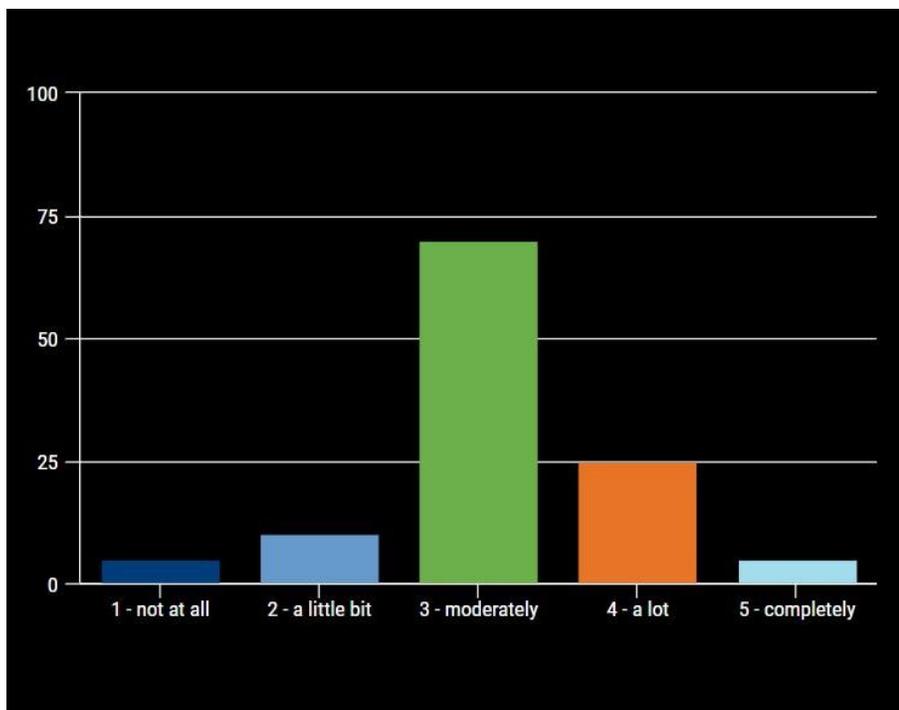
DECISION MAKING and LEADERSHIP

INFLUENCE on DECISION MAKING

Q: To what extent do you think you influence the decision making in your team?

The bar chart shows the ratio of people who selected the specific answer to the question.

- 5% = a little bit of influence
- 70% = moderate influence
- 25% = a lot of influence



Observations

- A majority of the team feel they have a **less than moderate** influence on decision making.

Actions

- This corresponds to the discussion on trust and how to earn the trust of the CTO so that he/she can distribute more decision making power.
- At the same time, the CTO feels that people are reluctant to make decisions, so a paradox.
- The group agreed to review how decisions are made and how to set up a system enabling validation of decisions rather than reliance on the CTO.

CONTACT US

MSS Business Transformation Institute (MSSBTI)

David Lee, Executive Director

602-387-2128

dlee@mssbti.com

MSSBTI

7250 N 16th Street, Suite 310

Phoenix, AZ 85020

(602) 387-2100

Website: mssbti.com

Twitter: [@mssbti](https://twitter.com/mssbti)

LinkedIn: [linkedin.com/company/mssbti/](https://www.linkedin.com/company/mssbti/)

About MSSBTI

The MSS Business Transformation Institute educational offerings and thought leadership platforms provide valuable resources for businesses that seek to be responsive and transform their operations in order to achieve their business goals. By sharing our collective expertise on strategies and concepts related to business transformation, we help business leaders identify, clarify, and prioritize their specific transformational needs.

We Inspire Change from **Concepts** to **Strategies**