

CLIMB – Building a high performing global team

Building a culture of trust and positive team relationships for leading Financial Services provider.



Summary

The impact of CLIMB – building a high performing global team, has been a success story for the Marketing team. The Head of Marketing has seen a dramatic difference across all of the team and in particular some individuals. Those factors that can cause issues in virtual teams including a lack of trust and poor collaboration have also been addressed. In the 2018 company Employee Survey, the marketing team's Leadership Survey results were the best in the whole business by quite some measure and better than the 'Best in Class' external benchmark.

Challenge

Managing a virtual global team of 40 people presents many challenges, even for an experienced leader. Lack of face to face interaction, cultural diversity and time zone differences are all factors that can lead to mistrust among team members, a lack of team identity, poor collaboration and communication, and not having a sense of control over the collective agenda.

The Head of Marketing managed a team of very capable individuals, but there were some ingrained behaviours across the team that needed to be

addressed. Working across cultures, time zones and with different nationalities also brought an added layer of complexity that was difficult to manage and resulted in many of the challenges outlined above.

Aware that there were some complex personalities in her leadership team, she recognised this as an opportunity to develop them further and sought a professional development solution that would enhance trust, and drive increased collaboration and high performance at an individual and team level.

Solution

Global Eloquence's expertise in working with global and virtual teams meant we were able to create a bespoke programme; CLIMB - Building a high performing global team, that would deliver against the success criteria set out below.

Objectives and Success Criteria:

- Engender a sense of trust among the team by exploring and resolving issues.

- Support the development of a team identity which embraces the dynamic of 'I have your back.'
- To explore individual and team collaboration and identify measurable progression.
- Ensure control and governance over the collective agenda.
- To develop commitment, intensity and motivation towards the above objectives through a development pathway.

Bespoke Solution – The CLIMB for Building High Performing Global Teams Programme

Due to the nature of the virtual team, some of the sessions were conducted remotely and materials were available through a cloud platform.

The marketing leadership team would follow the three-phase Eloquence Development Pathway over a two year period which ensures careful analysis, design, delivery and measurement.

The Eloquence Pathway



IDENTIFY (PHASE 1)

Exploring the training, learning and development needs of the staff and organisation. Examining the skills, knowledge and behaviours of stakeholders and how best to develop them.

INNOVATE (PHASE 2)

Setting goals, examining stakeholder characteristics and developing training modules for individuals to address development areas.

INITIATE (PHASE 3)

Ongoing consulting, coaching, training and supporting methodologies including blended learning and measurement tools such as Strengthscope and PRISM.

Year 1 – Working with senior leaders and the wider team

Focused on the 'Identify' and 'Innovate' phases which included:

- Base Camp team workshop.
- Online survey.
- Interviews with managers and team individuals, including reflective feedback.
- Development of bespoke training modules.

Base Camp team workshop

A face to face off site workshop for 40 people focused on the challenges and good practice of working in global and virtual teams. It generated conversations around some of the challenges, and focused on what the team could do to move forward in order to build trust, identity, collaboration and gain a sense of control.

Online Survey

Post Base Camp, we conducted an online survey across the whole team, asking a series of questions relating to:

- Their objectives and the challenges they thought were blockers to success.
- What support they might need to unlock those challenges.
- What development they might need to take them to the next level of maturity in their career.

Interviews with managers and team individuals, including reflective feedback

A series of interviews at a senior leader and team level were carried out to dig even deeper. This helped identify individuals' development areas and we were able to reflect back what their line manager thought they were, to see if they were aligned.

Development of training modules

Based on all the research and feedback gained, we designed 10 training modules that could be delivered virtually to address the key development areas that had been identified. Examples included; building trust, collaboration and your role, developing your leadership style, black box thinking etc.



Year 2 – Working with the senior leadership team

Based on the 'Initiate' phase of the Eloquence Development Pathway, the key areas of focus below were agreed with the aim of strengthening relationships, collaboration and communication. In particular, unlocking tension between specific individuals within the team was also highlighted as an objective:

- Leadership team dynamics.
- Individuals within it and their styles.
- Supporting the team through change.

This was delivered through:

- Leadership team group sessions – setting personal commitments to change.
- One to one coaching including targeted development work with individuals to address behaviours that impact negatively on the team dynamic.
- Sensitive coaching and intervention work with individuals at a lower and more senior level to unlock tensions.

“A lot of the time, this kind of support feels like a ‘nice to have’ when you have a certain amount of budget for CPD, but what I would say now, going into year three, it has to be there. It’s enormously helpful to me as a leader and the people on my team. I don’t think we would want to do without this support. The coaching support I receive has helped me navigate some of the complex personalities in my team who all demand a different approach.”

Comments from Head of Marketing

Outcome

The impact of CLIMB – building high performing teams has been a success story for the Marketing team. The Head of Marketing has seen a dramatic difference across all of the team and in particular some individuals. In the 2018 company Employee Survey, the marketing team's Leadership Survey results were the best in the whole business by quite some measure and better than the 'Best in Class' external benchmark.

The programme leader and coach, was viewed as an external sounding board and ‘critical friend’ who helped team members focus on their goals and put strategies in place to address their development needs. The Head of Marketing was able to gain an external and independent view of her team.

In relation to the objectives set out at the beginning of the programme, success can be demonstrated in all areas:

Engender a sense of trust among the team by exploring and resolving issues

- A significant shift is now evident regarding the level of trust within the team. Individuals are instantly more open and honest with each other about ‘work stuff’, so issues can be resolved before they escalate.
- The team are now more open about sharing accountability across some of the delivery areas and less protective of their turf.
- The Head of Marketing has gained more trust with her team by empowering her staff to manage the agenda on projects.

Support the development of a team identity which embraces the dynamic of ‘I have your back’

- Most team members have ‘dusted off their sharp edges’ and are now demonstrating collective trust and accountability across marketing projects relating to a number of vendors and internal stakeholders.

To explore individual and team collaboration and identify measurable progression in this area

- Three team members working together on the customer experience agenda have demonstrated great collaboration, trust and accountability which is delivering benefits to their customers.

- As a result of the personal one to one coaching and intervention work, one individual has made the biggest change in their approach and behaviour, unlocking tensions within the team which has been noticed by the Executive team.

Ensure control and governance over the collective agenda

- The one to one coaching sessions were extremely helpful in enabling team members to have a private space to talk about what was stopping them from doing/achieving certain things, and this has been helpful in guiding the collective agenda.

“There are a lot of facilitators and coaches who run programmes, but Bradley builds trust and engagement, he is not superior towards people, he comes down to people’s levels and that openness is what leads to results. People are not scared of being vulnerable with him – he is independent and not part of a big organisation.”

Comments from Head of Marketing



**Do you have a team challenge we can help with?
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