



Worldwide
Humanitarian
Aid

CASE STUDY

MISSION

Worldwide humanitarian aid organization

TEAM PROFILE

Supply Chain Management Team > *Vice President + Senior Team of 7*

LOCATION

Atlanta, Georgia

LENGTH OF ENGAGEMENT

November 2010-May 2011.



TEAM ISSUES BEFORE COACHING

- New leader combined several operating groups into one
- Low employee satisfaction
- Issues about holding confidentiality and reliability within the team

TEAM GOALS

- Find ways to quickly save money and eliminate non-value added activities
- Collaborate with each other to better serve the Country Offices around the world
- Develop trust among a group that hadn't worked together

OVERALL IMPROVEMENTS

PRODUCTIVITY

- Alignment ↑ 28%
- Decision Making ↑ 25%
- Goals & Strategies ↑ 22%
- Proactive ↑ 22%
- Accountability ↑ 19%
- Resources ↑ 19%
- Team Leadership ↑ 15%

POSITIVITY

- Constructive Interaction ↑ 26%
- Trust ↑ 22%
- Communication ↑ 21%
- Respect ↑ 16%
- Optimism ↑ 16%
- Camaraderie ↑ 16%
- Values Diversity ↑ 8%

▶ OVER FOR
MORE RESULTS



METHODOLOGY

The team scored itself at the beginning and end using the online Team Diagnostic assessment. Team was coached as a group every few weeks following a customized change agenda. Additionally, the coach held ‘spot coaching’ sessions with key influencers on the team.

A variety of exercises addressed conflict resolution and role clarity. Team uncovered ‘team toxins’ – defensiveness, stonewalling, blaming – and agreed upon ways to address them. Published Team Agreements on new ways to make decisions together.

Reduced the need to involve the senior leader in every decision, as team members improved communication and increased collaboration.

IN THEIR WORDS

“Savings are happening.”

“The team is taking responsibility and grasping the need for excellence.”

“The coaching provided direction for a group that had been largely siloed and far too individualistic.”

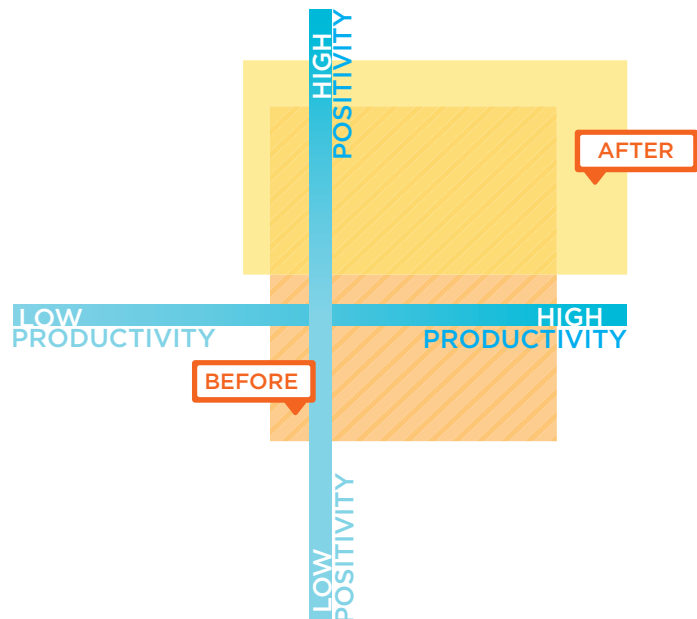
“As a team, we now have sound strategies for accomplishing our goals.”

MORE RESULTS

Midway through the engagement, the team decided to re-visit the Strategic Plan. A 2-Day Plan Review facilitated by the coach resulted in revised goals that were more visionary AND more specific about how this new team will get the job done together. Staff began to make clearer requests of each other. Tension-filled conversations declined.

MACRO VIEW: Before & After Results

November, 2010 - May, 2011



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