



Avant worked with an executive team at a critical point in time to respond to market pressure and adapt its structure to more quickly achieve business objectives.

## Situation

A global management team faced several key issues: pressure from global competitors; a new more nimble structure; and an organizational design that required a culture shift.

The company had recently changed from a functional structure to a business unit organization. Along with the new organizational structure came a requisite culture shift from "command and control" to one of empowerment to allow for scale, market agility and readying future leaders. Tribal knowledge of the business, customers, operations and culture was held by pros who had grown up in the business. The new structure created greater ambiguity in roles, responsibilities and the how of the work to be done. A number of key executives were adjusting to new and/or expanding roles and several new outside executives had joined the team. New competitors were entering the market and forcing the team to improve business performance. Financial restructuring was also creating pressure to increase bottom-line results.

Avant was asked to work with the executives to improve team effectiveness in order to maximize the new structure to more quickly achieve critical business objectives.

*A global management team sought to proactively address increased pressure from global competitors, a new structure, and a fundamental shift in how it did what it did – in parallel.*

### Client Solution Specifics

*Avant was asked to help an executive team at a critical point in time as it faced several key issues: increased pressure from global competitors; a new structure; and a fundamental shift in how it did what it did. Each quarterly meeting centered on a key team attribute that included a facilitated discussion, self-assessment and re-commitment to the vision of the team.*

- Avant consulted with the Division President and VPHR to understand the overall business vision and expectations of division level executives as individuals and as a team.
- Avant conducted organizational and team assessments using a multi-method approach that included a survey and individual interviews.
- The areas examined included but were not limited to:
  - Vision of a high performing team
  - Expectations of the team as a unit, individual team members and its leader
  - Team and individual leader strengths, opportunities and dynamics
  - The current understanding of roles/responsibilities
- Data were discussed, debated and used to:
  - Align on a common team vision
  - Set a team development plan
  - Design focused individual coaching plans
- For 18 months, Avant joined the quarterly meetings to facilitate a discussion of team and individual progress, as well as to revisit commitments and actions needed to accelerate team performance.
- Barriers to productive team behavior were discussed, understood and actions were established to remove or mitigate obstacles.
- Each executive had the option for executive coaching with a jointly agreed upon coaching cadence and check points with the sponsors.
- At the close of 18 months, a pulse survey was completed so the team could provide an overall assessment – qualitative and quantitative – of their forward momentum and provide input on where to focus their energy in the future.

### Outcomes

- The client successfully made the business and culture transition and steadily improved its bottom-line results amidst an extremely challenging business environment and global market economy.
- Margin enhancements occurred even with customers who had historically been protected.
- Products (existing/new), efficiency and relationships (internal/external) were all improved as a result of Engineering, Operations and Customer department leaders redesigning their organizations to have greater up front interdependency, clearer expectations and standard operating procedures in the new design.
- There was less “noise” or “friction” in the organization without the loss of productive debate.
- The team was able to work through gridlock on who “owns” a decision by using their agreed rules of the road, decision making process. This was a very real issue for this team as the debate about whether a decision was a “global” or “local” one was frequent and had sweeping ramifications.
- Communication – up, down and sideways – was much improved with fewer bottle necks.
- The team was able to elevate its contributions to the business by shifting its focus to enterprise solutions. Previously, they were only advocates for their respective businesses and functions.
- Emerging leaders flourished and grew as the executive team began to “work at the right level.”
- The business was faster and more responsive in the market due to the structure and commitment to empowering the organization.
- Long-standing executives adapted to new roles within the changed organization and helped new executives acclimate to the organization.

For more information, contact [info@avantleadership.com](mailto:info@avantleadership.com).