

Case study ABC Company

Context:

The ABC Company business development team has been set up to develop a countrywide business development perspective on health care next to the existing regional approach for designing, delivering and managing technical installations in healthcare. The purpose of the business development team is to come up with innovative new products and approaches to conquer the health care market. They have to provide an integral approach that can be fine-tuned to individual customers.

Goal:

- Evaluate existing Business development team on its fit for purpose.
- Provide insight into individual strengths and potential to excel.
- Increase collaboration.

Approach:

- Collaboration Scorecard results per team member (even future team members were selected based on result).
- One on one interviews to verify and discuss individual results.
- Through dialogue provide the team with insight into individual strengths and preferences and provide the basis for mutual trust and respect.

Results:

The current ABC company business development team is a very diverse group of professionals, with a strong emphasis on social values. The team members are loyal to each other and committed to a shared purpose. Our assessment showed that the group has the potential to excel at innovation and the commercialization of new products and services. The team has the right balance between the freedom needed to be creative and the control needed to be efficient. It is driven by a single vision and able to sell its concepts both within ABC and to its customers.

In the Collaboration workshop we explored concrete ways in which the members can contribute to and complement and support each other. Given the high level of diversity within the team, we worked on providing enough room for each individual to express him or herself. We specifically discussed ways in which certain needed roles can be fulfilled by the right combination of team members.

The important conclusions where:

- The team needs to be open to signals and dissenting voices from inside and from their environment. Reflection being the best remedy against 'groupthink'.
- The qualities that make the team a tight loyal group of innovative front runners make it less skilful at sustaining predictable results. In the longer run it is important to make sure the team members with the affinity and capability for setting up regulating processes are given the room to do their thing. Resulting regulation has to be followed and results must be more rigorously managed.
- Group feedback after the session showed that the status of the common goal was not unanimously graded. Grades on the group following the same goal varied from a 7 to a 10. Though very good grades for this specific question, this variation is an important point of future attention: a shared purpose is the crucial precondition for performance and success.