

Organizational Development Case Study:

Team Alignment

THE BACKGROUND

- The organization: Academic Health Network
- The client: C-suite executive

THE CHALLENGE

- Over an 18-month period, members of a new leadership team were selected and put in role
- Over the course of that time, the members of the team were performing as functional heads of their areas of responsibility in a siloed capacity
- The team was essentially functioning as a working group rather than as a team

THE OBJECTIVE

- Create the pathway from being a working group to functioning as a high-performing team, thereby better-able to deliver greater value to the organization, to each other, and their direct reports

THE SOLUTION

- 2-part process of data-gathering and delivery of individual participant feedback sessions followed by 3 sequential team programs:
 - **Program 1:** Focused on the individual leader; understanding of self and others
 - **Program 2:** Focused on the team; engaging the team in a chartering process to set the “rules of the road”
 - **Program 3:** Focused on “the work of the team” to create a roadmap of how to align and synergize their talents to achieve system wide goals

THE OUTCOME

- Team leader & members gained a deeper understanding of each other’s individual styles, including its impact on and contribution to the team.
- Identified team strengths, challenges & potential blind spots and were then able to “gel” as a leadership team
- Rapidly accelerated their ability to function as a true leadership team
- They could now deliver more effectively and efficiently on critical team & enterprise initiatives