

Case Study: Defense Industry

S Squared Offering: Team Coaching

Business Need

Business Imperative

- Communications engineering and manufacturing organization in the Defense industry was unable to execute on the strategic plan despite having clear goals and solid team commitment
- The Senior Leadership Team (SLT) needed to work more collaboratively, eliminating departmental silos, and to succeed in an increasingly competitive industry in a recessionary market
- The organization had to improve its responsiveness to customers, requiring the SLT to shift its focus from internal operations (organizational dynamics) to customer needs

Project Scope

Team Coaching Program

- The entire Senior Leadership Team took part in a pre- and post-online team assessment which identified the Productivity and Positivity factors on the team.
- In addition, the SLT spent three days off-site working through various interventions designed to address the assessment results by leveraging team strengths and focusing on areas for development.
- The SLT completed six months of team coaching to reinforce learning and sustain behavior changes.

Results Achieved

Program and Organizational Impact

- Improved SLT's Productivity and Positivity scores by 30%.
- Successful execution of the organization's strategy through increased collaboration and focus, resulting in one of the most profitable years in recent history.
- Development of a Team Contract which determined how team members were expected to interact. Every employee is now educated on the terms of the team contract.
- Conducted team interventions at leadership levels below the SLT to leverage and propagate the team coaching principles.