



Multi-National Company Creates High Performing Team to Support Plans for Rapid Growth

Recently, the US division of a multi-national heavy lifting and transport company brought a challenging problem to P Squared. A new management team had been in place about a year. They had set a very aggressive goal for themselves – triple the size of the division within three years through acquisitions and organic growth. However, with the legacy culture they inherited, they were not sure how to achieve this goal.

Initial discussions with management and employees uncovered two overriding areas for improvement – one was the need to integrate all departments and employees to work as a high performing team. They also wanted to get the overall company process running smoothly and strengthen their internal and external customer-supplier chain.

Employees further noted that if anything was going to change, they needed management support and empowerment. They wanted management to guide them with a plan to improve overall company processes.

P Squared responded with a step by step approach that guided and developed the management team, first educating them and laying a process improvement (PI) foundation. This got them thinking where and how PI could generate improvement. A customized implementation plan was developed jointly with the team. Every management team member was now supportive and knowledgeable as the plan was driven deeper into the organization.

These efforts have thus far resulted in clear job descriptions – each employee knows how to do their job and how they fit in. Managers are more confident; they focus on the mission of their department with key performance measurements – they can focus on their own job and not the job of their employees.

This has created a great feeling of teamness – driven primarily by joint participation in the definition of each work team's responsibility as well as how they integrate with other teams company wide.

Department barriers became transparent and all employees realized they were part of the same team!