



## TEAM-BUILDING AND PROFESSIONAL ENHANCEMENT OF DECISION-MAKING

# Coaching international management teams

Improving the business performance of Business Units and companies by updating the reference frame and consolidating practices for the S&OP process (Sales and Operation Planning).

### ► Context

#### MANAGERIAL TEAMS ASSIGNED WITH IMPROVING ACROSS-THE-BOARD STEERING

This company, a French industrial group and world leader in its sector, was keen on revamping the across-the-board steering process for all its activities (marketing, sales, production, innovation, supply chain and financial valuation of tactical options), a process that had been in operation for several years within each Operational Unit.

The company expected all management teams to improve through the implementation of shared good practices identified by the Supply Chain and Finance departments.

It asked BPI to devise a training program for the managerial teams at the head of the 18 international entities.

### ► Task

#### MEMBERS OF MANAGERIAL TEAMS TO IMPLEMENT THE CHANGE

The program devised by BPI targeted four objectives.

- **Identify.** Create the means to identify and understand the meaning of expected changes in their practices in terms of methods of operation and behaviors: participants were asked to recreate the issues and key messages to ensure a high level of appropriation.
- **Analyze.** Place participants in a working situation in order to effectively share their thoughts on the objectives and issues linked to each Management Division, together with the experiences and ideas of each individual concerning ways of developing cooperation between teams.
- **Decide.** Put participants in a position to decide which progress actions are to be conducted, using collective self-assessment and metrics to gauge the gaps that need to be filled so that the process defined by the company is able to reach maturity.
- **Act.** Mobilize each Management team: transform collectively-made decisions into individual action plans for each member of the managerial team, with his/her team.

To achieve these objectives, BPI proposed its original «Winning Cards» method, day-long training and action using purpose-designed media, facilitated by a consultant in French or in English, depending on the country.

To get the most out of the day's training, preparatory work was organized with the leader of each unit in order to adapt the program to current events and the specifics of each team.

At each session, all the Managers (Marketing, Sales, Industry, Supply Chain, Finance, Innovation, Technical Development, Quality and General Manager) worked together to improve the decision-making process for medium-term tactical options: from the inclusion of new products into forecasts for growth in demand over 18 months, to the translation of the company's strategy in terms of business investment options and the adaptation of production capacities to meet this growth.

### ► Perspectives

#### THE STARTING POINT FOR A NEW DYNAMIC

The seminar day enabled teams to sharpen up their professionalism in terms of know-how, their ability to draw up alternative scenarios and to arbitrate according to how the group will be economically impacted.

The culture of managerial teams was thus redefined around the implementation of new practices, structured by the sharing of a common perspective for the creation of financial value for the company, the understanding of constraints for internal partners and their inclusion in functioning and collective decision-making over the tactical time-frame (4 to 18 months).

#### «Winning Cards»

- Active and original learning, in keeping with the company's own culture, custom-designed.
- Action-oriented.
- Efficiency, speed of implementation and smooth quick progression at different sessions.
- An effective combination between company experts and the BPI facilitator, before and during sessions.

The teaching process focuses on fun media that take participants down a path of interactive learning. These media are custom-built and based on the company's actual situation. The course is based on work sessions in small groups. It works with media composed of several large boards, each proposing an exercise with clearly-defined learning objectives: sharing experiences, appealing to individual creativity and the collective preparation of operational responses to strategic questions are the three key factors that sum up the participants' involvement. Each session results in an individualized action plan which is conducted by the whole group!