



## ASSESSING AND ENHANCING COLLECTIVE PERFORMANCE

# Putting management at the heart of European team performance

**The engagement assigned to BPI by a major European industrial group was threefold: break with excessive vertical management structures, promote dialogue between peers and bring all practices closer together, whatever the obstacles, whatever the cultural differences.**

### Key success factors

1. Pre-phase communication stating goals and ensuring anonymity and confidentiality.
2. A project supported by senior management
3. A commitment from superior officers and HR offices to support the action plan proposed by managers once all the data was re-compiled.
4. A team of consultants and coaches that promoted the change process.
5. Ahead of interviews, the identification of leads and suggestions to make action plans effective and realistic.
6. A homogeneous approach to re-compiling which took account of cultural specifics.
7. A select team of consultants to ensure the homogeneity of re-compiling practices.

### ► Backdrop

#### DEVELOP MANAGERIAL SKILLS IN FRANCE AND ROMANIA

Further to a satisfaction poll conducted with personnel, a major European equipment manufacturer was keen to set up a process to hone the professionalism of French and Romanian managers, to make their actions more meaningful and improve dialogue between managerial teams.

To meet the need of a group which was now counting on managers who feel comfortable with a horizontal organisation and multi-skilled collaboration, BPI proposed a 360° type practical method.

### ► Mission

#### ROLL-OUT IN FRANCE AND ROMANIA

The mission involved over 70 managers, as BPI consultants contacted their superiors, peers, employees and inhouse customers. These different "observers" were invited to log into the program developed by BPI via the Internet to voice their opinion in the language of their choosing: French, Romanian or other.

BPI then consolidated and presented their findings during individual interviews after which an action plan was discussed. The plan was then presented to superior officers and to the HR office, in particular to identify the means and resources needed for subsequent implementation.

#### FROM INDIVIDUAL TO GROUP

After the roll-out process, BPI consultants processed the data, drew up an analysis of the behavioural patterns that emerged and then smoothed out these analyses between observers.

They then drafted a summary of managerial attitudes and reported on strong points and points of progress. A general mapping chart was established to identify managerial strengths and weaknesses per zone and per division. Here too, actions plans were proposed and implemented.

### ► Outlook

The approach, a factor of cohesion and responsiveness delivering real progress in managerial performance, was adopted and made general practice at other group units.