



MARSHALL GOLDSMITH'S LEADERSHIP
AND TEAM DEVELOPMENT PROGRAM
FOR A LARGE MANUFACTURING PLANT
OF A MULTINATIONAL FLEXIBLE
PACKAGING AND SOLUTIONS COMPANY

CASE STUDY



Background

This case study is based on a leadership workshop employing the team coaching methodology for the Leadership Team of a manufacturing plant of a large Indian Company. These leaders had work experiences from 16- 24 years and were Head of Departments of all major functions. There were 10 men and 2 women in the leadership team. Twelve leaders of the company who reported to the President were coached over a 6-month period of time using Marshall Goldsmith's Leadership Team Stakeholder Centered Coaching.

Process

- A Two Day Workshop,
- 360 Degree Assessment
- Identification of Leadership Growth Areas
- Monthly Coaching Session,
- Quarterly Measurement of Growth.

360 Degree Assessment

Each leader undertook a 360-degree assessment and leadership growth areas were identified for each leader and the team as a whole.

The 360-degree assessment was taken from various stakeholders (Managers, Peer & DRs) of the leaders with each leader receiving feedbacks from about 8 to 12 stakeholders.

- Leadership Growth Area- 1: Becoming a Better Team Leader
- Leadership Growth Area- 2: Becoming a Collaborative Peer

Solution

Learning Objectives.

- Leverage Marshall Goldsmith Stakeholder Centered Coaching to enhance leadership & team effectiveness.
- Define interconnected leadership growth areas for the team and each team member.
- Creating buy-in from team members in being coached as well assessing their coachability.
- Overcoming obstacles in coaching and creating a culture of continuous change, growth and improvement.
- Growing coaching expertise as a leadership skill to implement a system for continuous leadership growth for themselves and the team as a whole.

Workshop Modules

- Introduction. Marshall Goldsmith Stakeholder Centered Leadership and Team Development Methodology.
- Authentic Leadership Model. Leaders combine their personal values and role model examples with Marshall's Global Leadership competencies and define their authentic leadership model as well as their personal leadership brand.
- My Leadership Journey. To complement their personal assessment results, leaders guide each other on improving their leadership styles.
- TEAM Development Journey. The team selects team growth areas and aligns their leadership growth area to the team focus and growth.
- Changing Behavior and Perception. Learn the 7 step process to change behavior and perception at the same time.



PRIME
MERIDIAN
CONSULTING

Guaranteed & Measurable
Leadership Growth

MARSHALL GOLDSMITH'S LEADERSHIP
AND TEAM DEVELOPMENT PROGRAM
FOR A LARGE MANUFACTURING PLANT
OF A MULTINATIONAL FLEXIBLE
PACKAGING AND SOLUTIONS COMPANY

CASE STUDY



Results and Key Achievements

A few examples of specific granular behaviours that specific leaders implemented and improve as received from their stakeholders are given below:

Becoming a Better Team Leader.

- Ask questions to seek input from my team members.
- Communicate in a more structured manner when giving a task.
- Build capability of Two Team members to take on additional responsibility.
- Appreciate specific behaviour of people on a weekly basis to motivate team members.
- Control aggression under pressure.
- Meet team twice a week for better expectation setting and prioritization of tasks.
- Improve empathy by demonstrating active listening.
- Be responsive not reactive.
- Interact with team at a human level and build better relationships.
- Identify Strength of team and allocate task based on the strength of individual.
- Provide Immediate and regular feedback to team members.
- Demonstrate positive energy and enthusiastic body language. Speak with confidence.
- Be decisive, take decisions and be action and solution oriented.
- Emotional Self Control. Use my words with care and be aware of the volume and pitch of my voice.
- Listen in adverse conditions to team's perspective and focus on solutions.

Becoming a Collaborative Peer

- Take initiative to communicate with other departments to resolve issues.
- Conduct monthly meeting with relevant departments and document- points raised, points closed, open points with expected date of closure.
- Keep Cool and listen to understand others perspective/views.
- Conflict Management and Win-Win Solutions. Seek to understand other persons perspective and combine your own perspective to search for a 3rd and better solution.
- To control temper during the discussions and take a time out if necessary.
- Open and transparent communication (Not sound Manipulating)- Give intent of communication.
- Speak slowly and with patience to make my point clear. Provide data which is factually correct.
- Close the discussion & solicit time to have specific scheduled meeting when emotions get negative.
- Start using word Yes/ And Don't use But/ However)- Stop being judgmental.
- Meet peers on a social basis and build personal relationships.
- Improve communication skill to convince seniors.
- Speak with confidence, and structure my conversation in a logical sequence.
- Not respond immediately but listen to others views and then give considered views, see how I can help and contribute in the situation.



MARSHALL GOLDSMITH'S LEADERSHIP
AND TEAM DEVELOPMENT PROGRAM
FOR A LARGE MANUFACTURING PLANT
OF A MULTINATIONAL FLEXIBLE
PACKAGING AND SOLUTIONS COMPANY



CASE STUDY

Results of Leadership Growth Areas

As per process on a quarterly basis the stakeholders were asked to provide quantitative inputs on improvement in the two leadership growth areas as below:

- Over the last three months do you believe ___ (name of leader) has become more or less effective in the leadership growth area?
- Much less effective (- 3), Noticeable less effective (-2), Little less effective (- 1), No Change (0), Little more effective (+ 1), Noticeably more effective (+ 2), Much more effective (+ 3)

Results

Based on the above feedback the following improvement were recorded in LGA-1- Becoming a Better Team Leader- Develop People and LGA-2- Becoming a Collaborative Peers by 78 stakeholders.

- Average Improvement in LGA-2.00 out of maximum possible of 3

Average Improvement in LGA-2: 2.38 out of maximum possible of 3

Conclusion

The results achieved by the 12 leaders after 6 months of using the methodology were better than the internationally benchmarked results of by 11,000 leaders on 4 continents.

