

Leadership Team Map

Business case

CLIENT

Leadership Team
Large Manufacturer

DATE

November 2022



The LeadershipTeam Map[®] is a value creation methodology that translates alignment into actionable business decisions.

It combines confidential interviews, data, and psychometrical elements – statistically validated with hundreds of Leadership Team respondents from European SMEs and large corporates –.

Assessing the ability of the Leadership Team to create value, the **LeadershipTeam Map[®]** focuses on the Leadership Team as a whole and it does not measure aspects of anyone's personality or skills.

- 01 It aligns Leadership Team members
- 02 It aligns Leadership Team and Board
- 03 It identifies the most sensitive levers of value creation
- 04 It spots what the Leadership Team urgently needs to talk about

Client, context and workflow

Short description

- Italian subsidiary (>600 FTEs) of an international diversified corporate group, present in more than 70 markets internationally
- Main business: the direct distribution of household appliances
- > 12.000 FTEs; > EUR 3,4 bn revenues

Intervention 2021

- Solve the ambiguity between tweaking and transforming
- Integrate and build synergies between the two main brands
- Build a strong Leadership Team and 2nd line

Intervention 2022

- Measure the impact of the previous intervention
- Align the Leadership Team on the execution of the 2023 strategy
- Take key decisions on the 2nd line (people and functions)

CEO intake

LeadershipTeam
Map® 2021

1-to-1 interviews

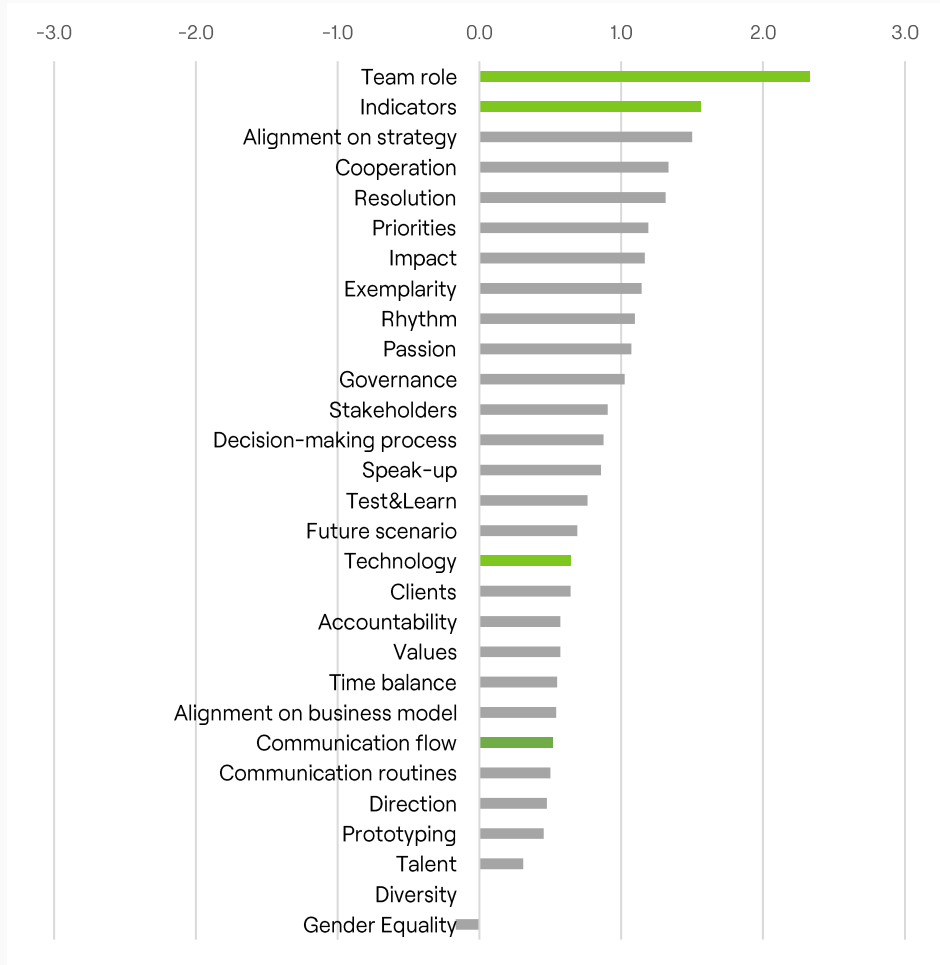
Workshop with
Leadership Team

2 interventions with
the 2nd line

LeadershipTeam
Map® 2022

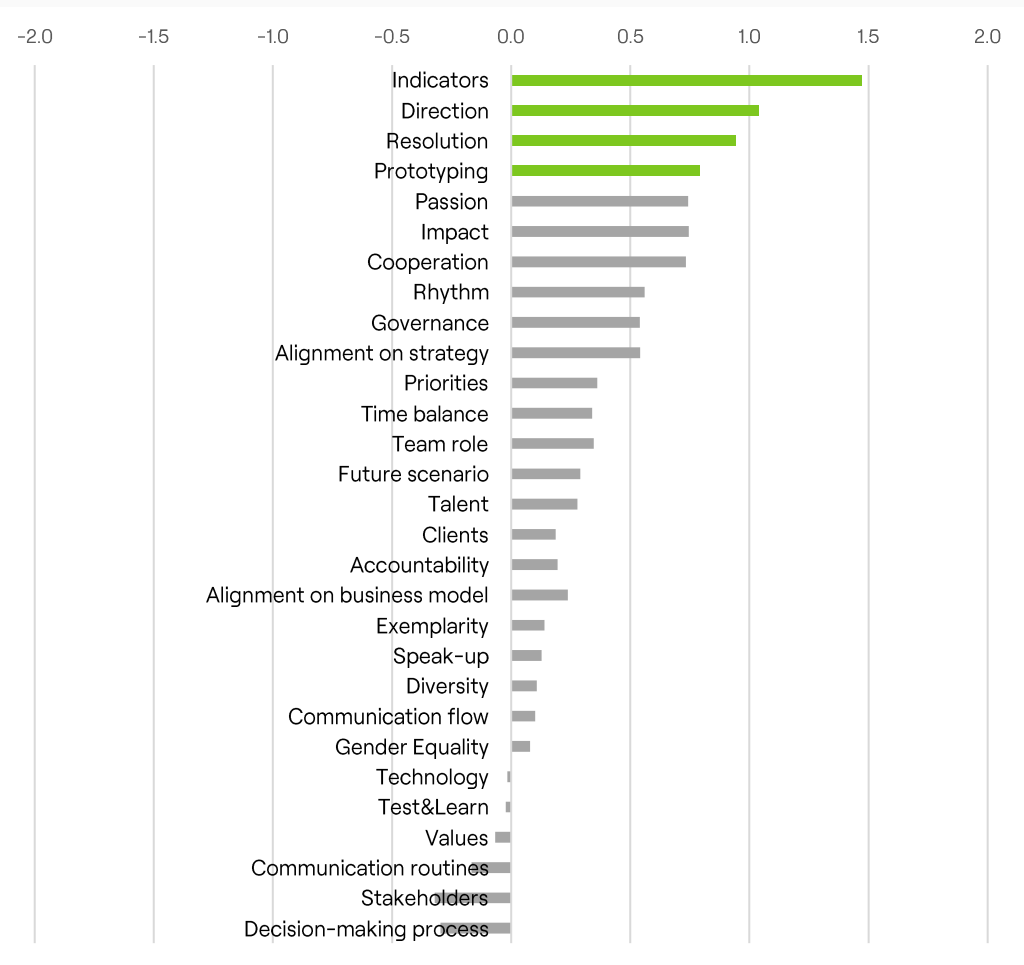
Workshop with the
Leadership Team

Levers of value creation – GAPS 2022 vs 2021



The chart shows and sorts the **gaps** between **average values** of each lever of value creation, calculated in 2022 vs 2021

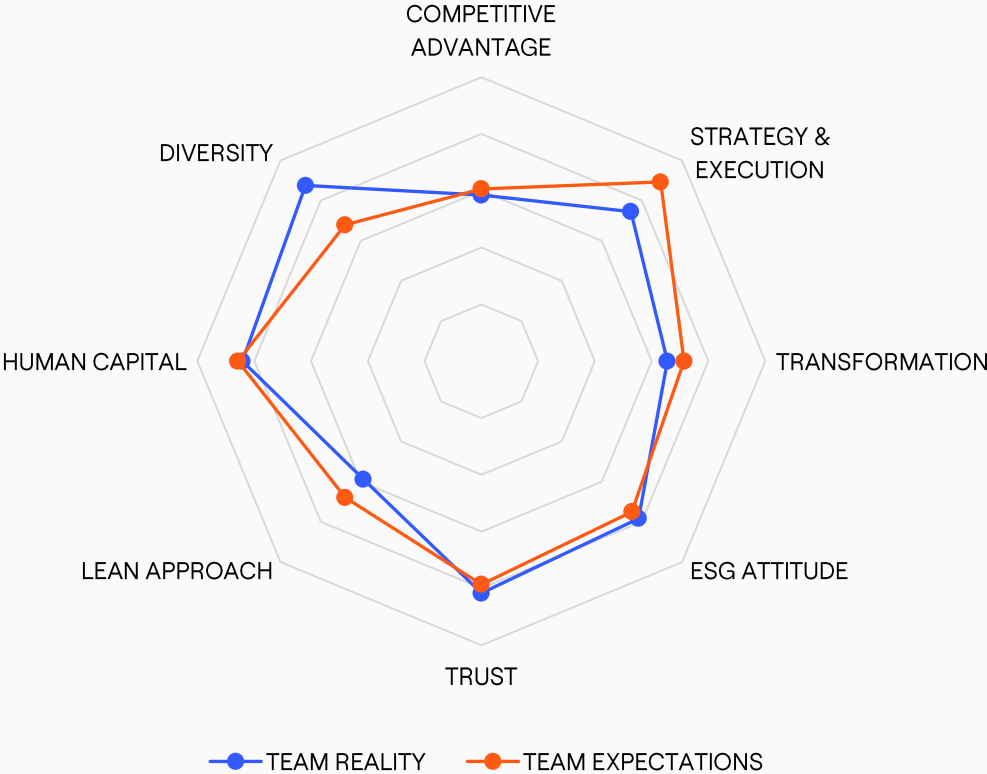
We performed a **comparison** on the Leadership Team’s levers of value creation results over 1 year. The Team performed extremely well in improving and aligning on sensitive topics



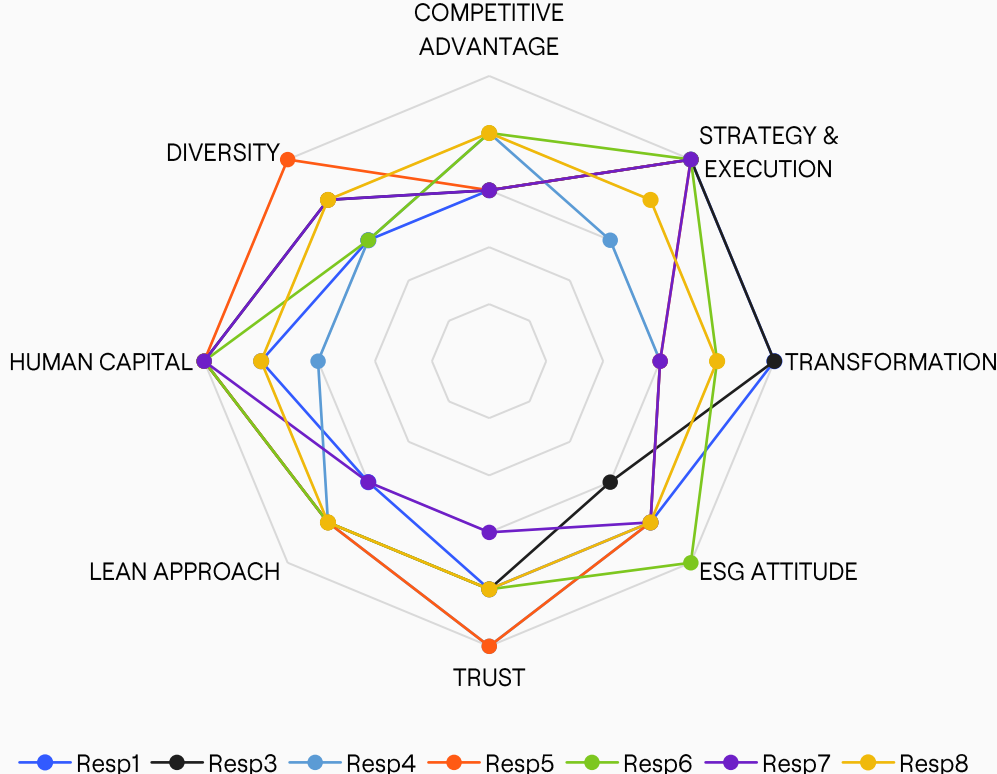
The chart shows and sorts the **gaps in dispersion (variance)** values of each lever of value creation, calculated in 2022 vs 2021

Enablers of value creation

Based on extensive research, experience and data, we have identified 8 enablers of value creation for a Leadership Team. This is the overview for the Leadership Team in 2022



Team reality vs team expectations
The chart shows the gaps between team reality and team expectations in terms of enablers of value creation

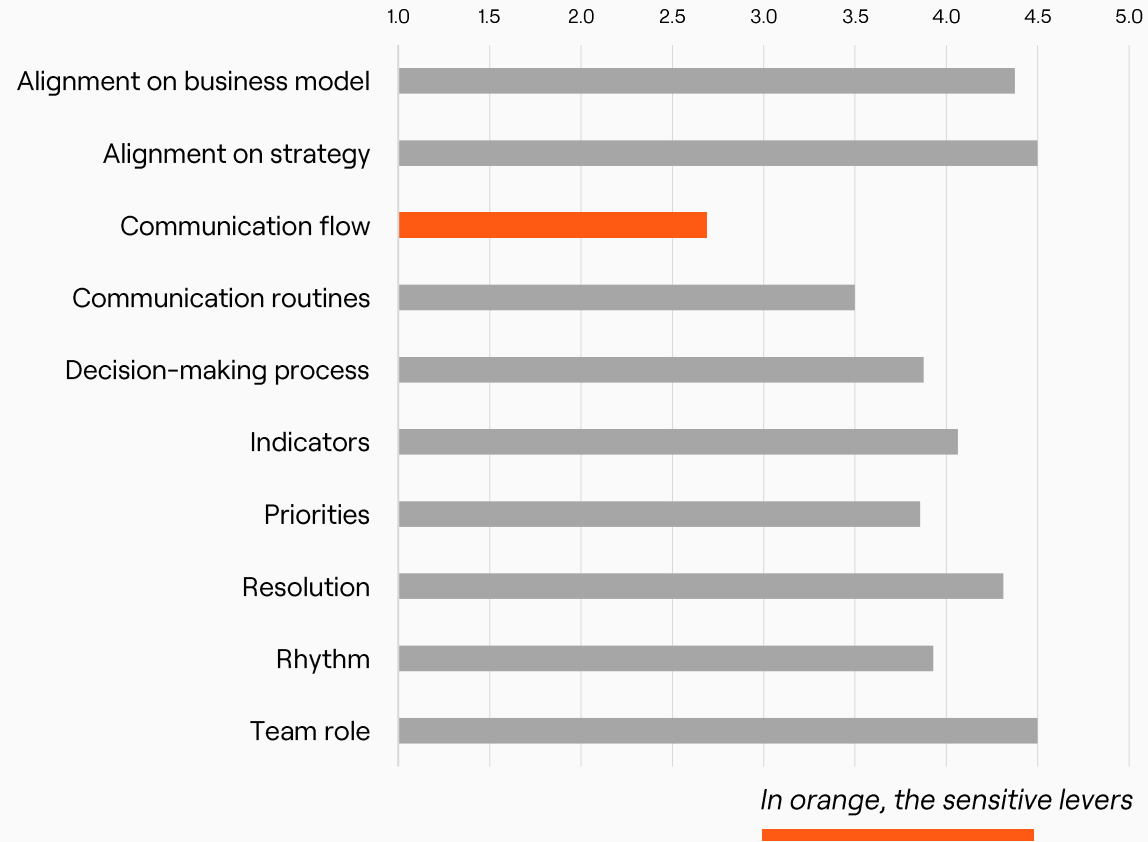
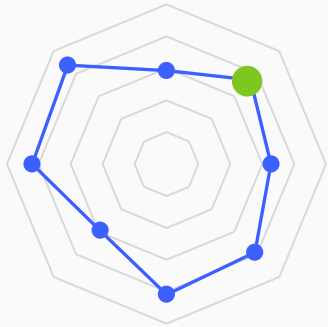


Individual team expectations
The chart shows the individual expectations of each team member (respondent) in terms of enablers of value creation.

Zoom on: Strategy & Execution

Zoom on one of the most sensitive enablers of value creation for the Leadership Team. The charts show the levers (subscales) composition of the cluster

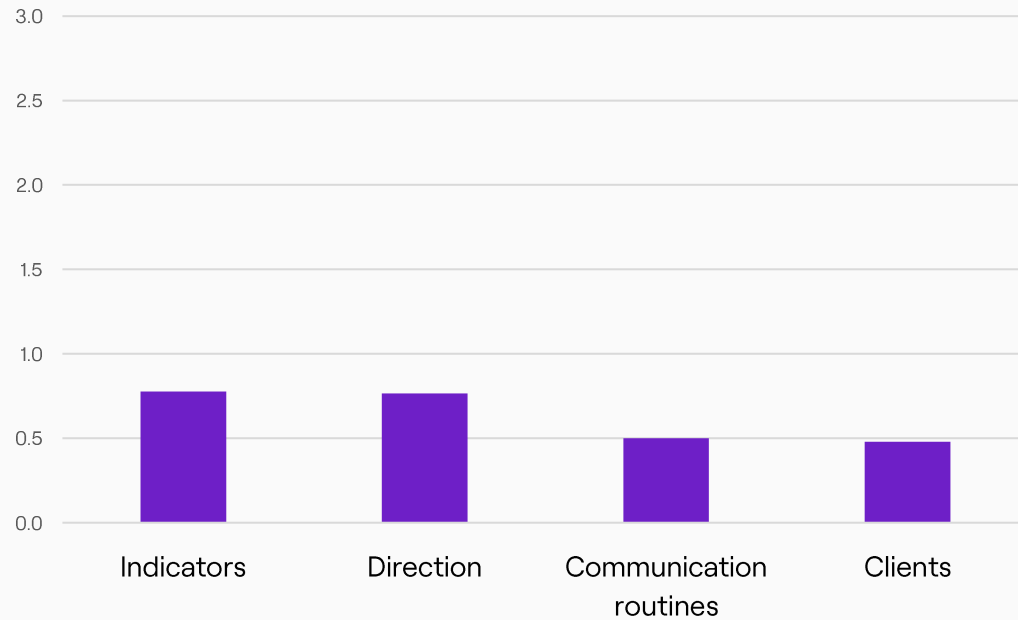
STRATEGY & EXECUTION: The alignment and clarity on the strategy and the ability of the Sales Team to execute on it



Communication flow: The Leadership Team's perception of the horizontal (among teams within the organization) and vertical (across hierarchies) communication flow

Analysis of perceptions

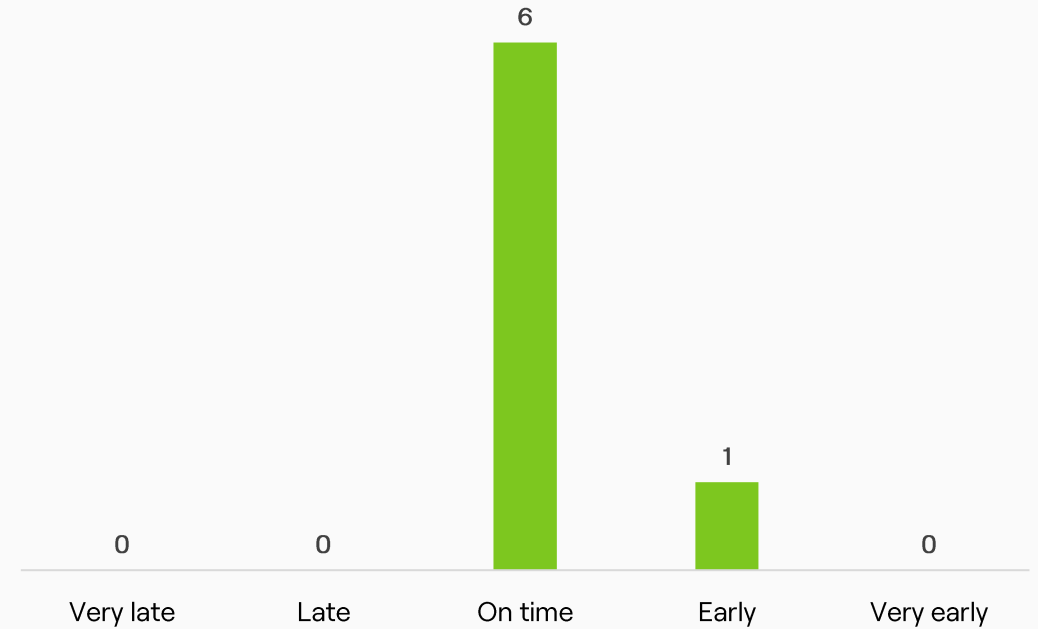
MISALIGNMENTS divergent perception of reality



The chart shows the levers with the highest degree of **dispersion** in term of Leadership Team perceptions. When there is a polarization of member's perception, the variance is high

Analysis of different **perceptions** of the Sales Team on levers of value creation and timing on execution

TIME PERCEPTION Where is the Sales Team in the execution roadmap?



The chart shows the number of respondents for each time category

Intervention

Recommended conversations:

- Given 2023 strategy, what are the key interactions among your departments? So, what are the priorities? And the roadblocks?
- How should we align the second line on the 2023 strategy? What the key roles we should involve to succeed?

Combining insights of the LeadershipTeam Map® with 1-to1 interviews, LTx facilitated a 2-days workshop with the following **urgent conversations** for the Sales Team:

Output of the conversations:

Every member of the Leadership Team recognized the improvements achieved in terms of **quality and performance**, following the 1st intervention and the work along the year.

While the strategy for 2023 was clear for everybody, **the road-map was still ambiguous**. The conversation allowed the sales director to share her fields of action for 2023. The rest of the Team connected to those fields of action, **gradually aligning on priorities and how to interact efficiently**.

The debrief also revealed how the Team's top-down approach and reduced acceptance for mistakes were **undermining the 2nd line accountability and innovation efforts**.

This new awareness sparked the decision to start a coaching journey for each Team member and **enabled key decisions in terms of people and functions** for the 2nd line.

Thanks!

WEB
LeadershipTeamX.com

EMAIL
info@LeadershipTeamX.com

