

Leadership Team Map

Business case

CLIENT

Design Team
Large Manufacturer

DATE

September 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

- One of the world's leading players in small domestic appliances associated with the world of coffee, the kitchen, air conditioning, and home care.
- > 10.000 FTEs
- Publicly listed
- Present in more than 75 markets internationally
- > EUR 2,3 bn revenues

Challenges and ambitions

- Diagnostic on the Design Team functioning (3 brands, UX, IoT and support functions)
- Create synergies amongst 3 key brands
- Identify and align on the execution strategies
- Position the team as the driver for the organizational transformation
- Ease the transition from a manufacturing to a product company

Head of Design
Team intake



LeadershipTeam
Map®



1-to-1 interviews



Debrief with Design
Team

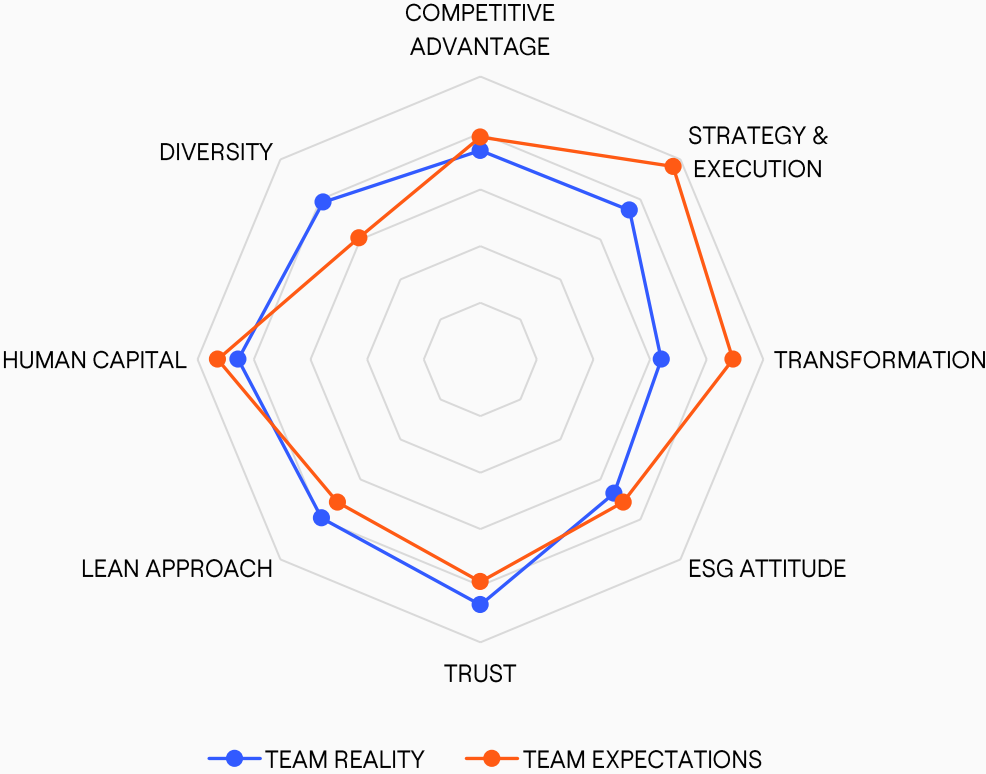


Intervention with Design
Team

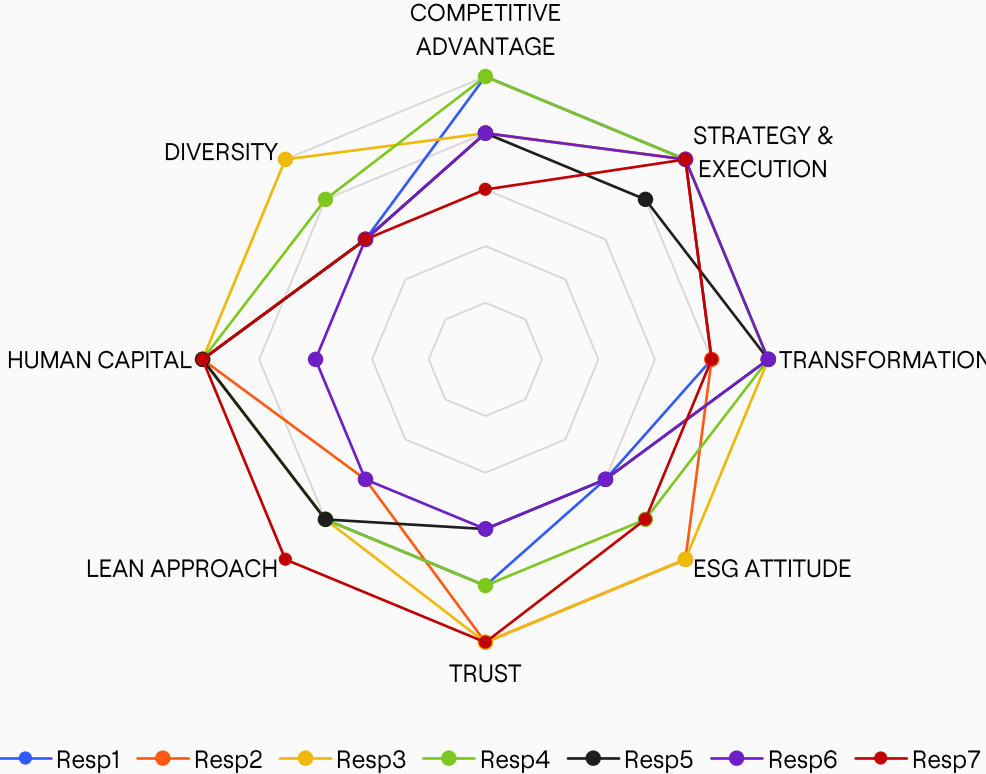


Enablers of value creation

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 Design Team



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

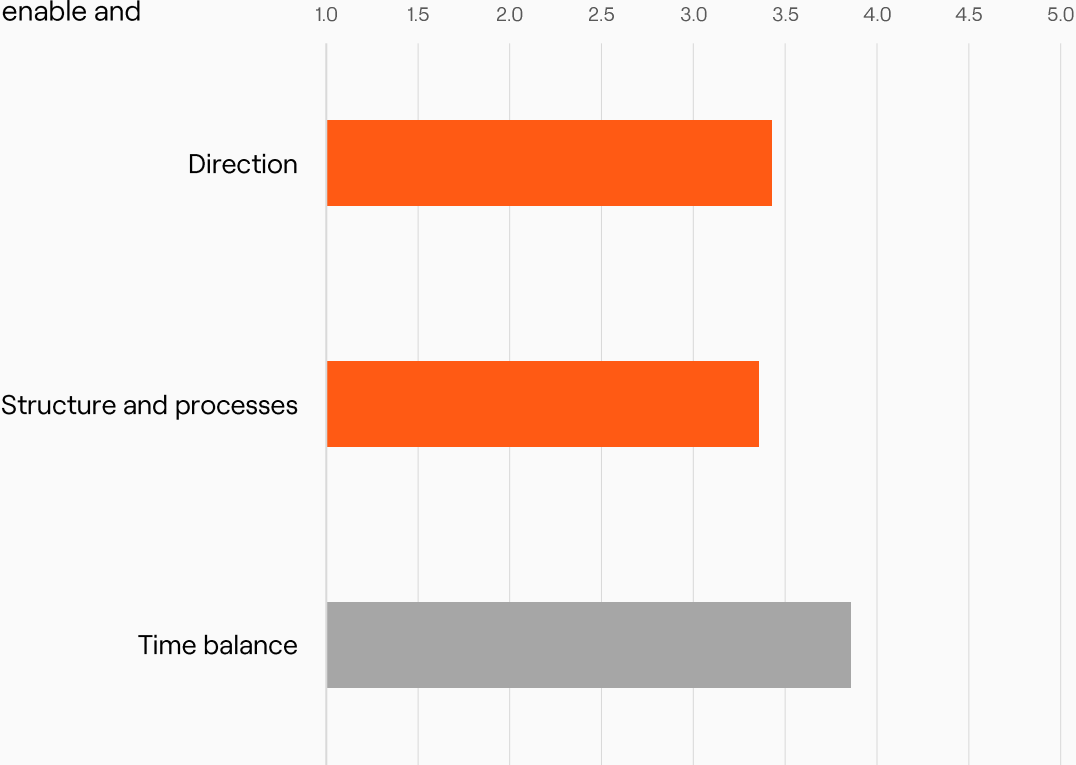
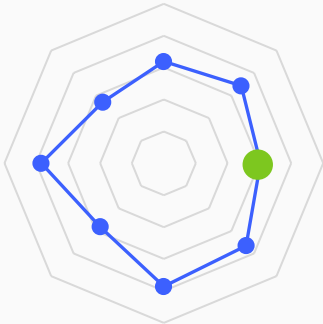


Individual team expectations
The chart shows the individual expectations of each team member (respondent) in terms of enablers of value creation.

Zoom on: Transformation

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

TRANSFORMATION: The ability of the Design Team to enable and convey change through the entire Organization



Direction: Level of clarity and alignment among Leadership Team members on what the organization will look like in 3-5 years

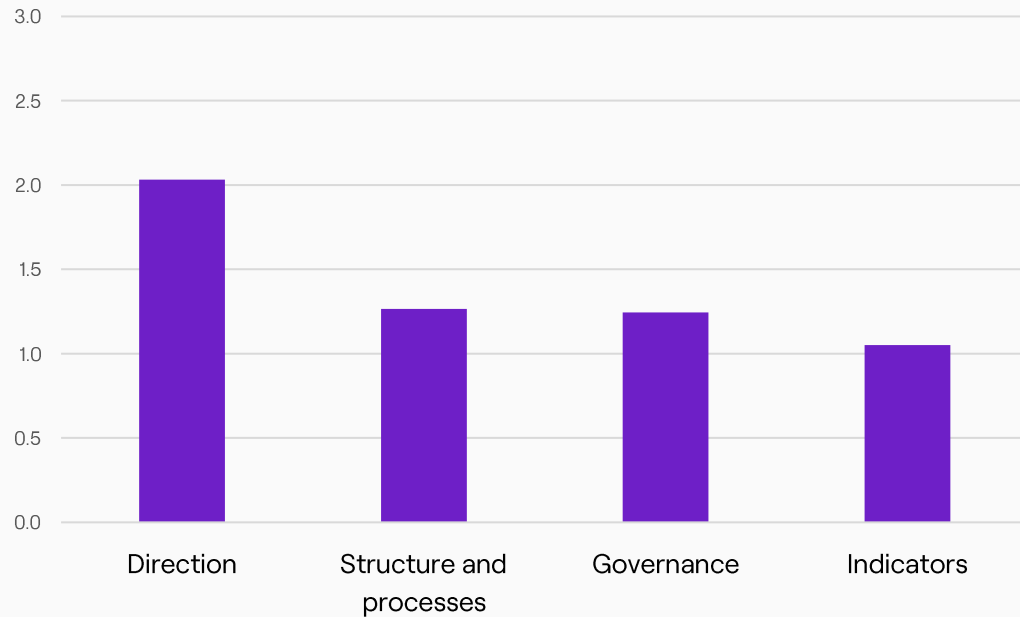
Structure and processes: The Leadership Team's view on the consistency and effectiveness of the company's processes and organizational design

In orange, the sensitive levers

Analysis of perceptions

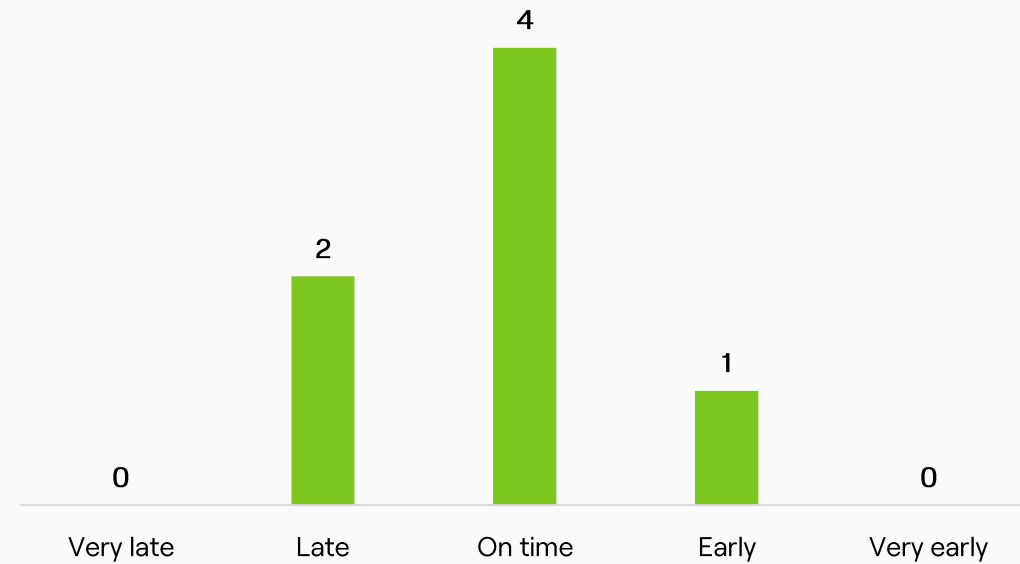
Analysis of different perceptions of the Design Team on levers of value creation and timing on execution

MISALIGNMENTS
divergent perception of reality



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

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



The chart shows the number of respondents for each time category

Intervention

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

Recommended conversations:

- What should be the role of the Design Team today?
- When do we need to be a team?
- How do we influence internal and external stakeholders? On what core topic?
- On what synergies should you focus on?

Output of the conversations:

During a 2-days workshop the Design Team recognized its role in supporting the organization to **shift from a manufacturing company to a product company** (from process to value).

This key conversation started a domino effect.

On one hand, a long-awaited **confrontation on time perception** allowed the Team to align on priorities and expectations, solving **latent conflicts** and eventually integrating the input of those non pure design functions such as **IoT and UX directors**.

On the other hand, a conversation on stakeholders influencing enabled the verbalization of the Design team **mid-term vision** and their **non negotiables**, ultimately clarifying all **strategic synergies**.

Thanks!

WEB
LeadershipTeamX.com

EMAIL
info@LeadershipTeamX.com

