QUESTION: Can we teach an old dog new tricks?

The Issue
A business leader had inherited a very diverse set of professionals when his company had acquired several small companies. He was tasked with delivering a strong return from the new combined business unit, but few of them knew each other and trust was low.

Company Directive:

- Here is a problem
- Make it work with little budget
- Hit your numbers

Items Covered:

- Who do you admire?
- What traits do you admire about them?
- Which traits matter most for us here?

First Steps
We set up three meetings for a 90-day period that were between two and four hours long. We then had the parties complete an admiration exercise and asked people to name positive traits of the people they admire. From the traits we picked five that most agreed were key to the culture they wanted to emulate. We called them the Most Valued Values.

Second Steps
To clearly define the MVV (Most Valued Values) for everyone in the unit, including new people in the future, we challenged the group to come up with the questions that would define how they looked at the values in the context of the work being accomplished. They agreed to live by these questions and to use them to move with pace as they did their jobs.

Items Covered:

- What question would allow the value to be dynamic
- If a question doesn't give you the answer come find the boss
- Clarity = speed of solution and empowerment

The Groups into Teams Process

- Admire to Align
- Value to Questions
- Clarity to Accomplishment

The Outcome
The process allowed a diverse group to feel aligned. The dynamic questions allowed the leaders and the staff to work more autonomously. This autonomy allowed the unit to increase productivity and hit their performance goals.

Are you betting your future on a group?