



Creating a one-business perspective

Aligning the Top Team behind the Strategy

Grundfos is one of the world’s leading pump manufacturers. The Hungarian arm of the business Grundfos MH has grown, becoming one of the leading European manufacturing bases for the Group.

Growth and change bring with them many challenges – including issues of quality and service. But perhaps more importantly are the people issues and the climate for performance.

Among the pressures for Grundfos MH are the needs to secure necessary talent in the local labour market and to maintain high levels of retention and performance. At the same time, growth also brings the need to coordinate a range of activities across functions, so they operate as ‘one-business’.

To improve the capability of the business to deliver its strategy Grundfos MH invited Apter Development to design and deliver a Top Team Workout event.

The Research Phase

Our approach is to take a strong business focus right from the start. We conducted a series of one-to-one interviews with members of the senior management team to understand better:

- What represents high performance from the team
- The capability and skills of the team
- The motivational strengths of the team
- The culture, climate, structures and processes in place for the team to operate efficiently

The interview process proves beneficial and developmental helping to raise awareness and informal discussion about key issues of team performance. The data is analysed and organised into a report, to be presented back to the team for discussion within the workout.

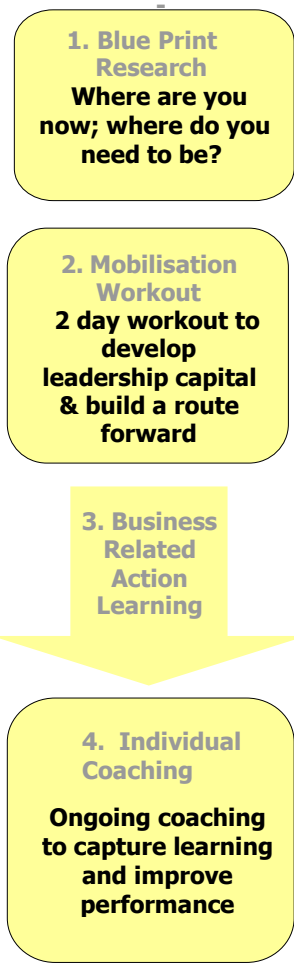
The Workout

The key themes and drivers identified form the basis for development of the workout so they can be explored in more depth.

Broadly, we wanted to develop a clearer understanding within the top team of how leadership affects these key issues; their individual and corporate roles in influencing and dealing with the challenges ahead and develop a set of principles and priorities for how to work together to tackle them.

A variety of formats and activities were used to maintain energy and levels of motivation that would culminate in a manifesto for change. These included:

- Small group discussions





- Whole team reviews
- 'Structured rounds'
- Competitive debates
- Expert inputs on key topics
- A fix the business session
- Thought experiments
- Action planning

Outcomes

Part of the skill of expert facilitation is to help the senior managers to model new practises and processes within the team. Individually and collectively, the workout helped them to establish a new way of working together to create:

- A deeper shared understanding of the key issues facing the organisation – agreement not only on what they are, but how to deal with them
- A renewed sense of shared responsibility to fix problems
- The 'fix the business' session enabled the group to articulate the basic facets of a clear programme for change
- A manifesto for change to improve individual and collective performance

A number of recommendations for follow up activities and developments were also made to be worked on both individually and within working groups of the senior management team.

A series of individual coaching follow-up sessions has helped to capture the learning and ensure that the planned developments have been successfully achieved.

A Final Word

The workout was well received by participants, and the agenda for change has provided a common language and perspective for all. There is already evidence that mindset has begun to change and within a revised senior team structure, initiatives have already been taken to progress the change agenda.

The Performance Equation

Performance is a function of:

A x M x O

A = Ability
M = Mindset
O = Opportunity

This provides a method to reveal the essential 'agenda for change'.

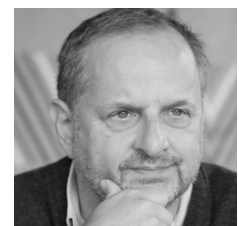
Apter Development provides cutting edge consulting and development in the fields of: strategic capability, leadership and management development, employee research and elite performance.

For more Apter Development Case Studies, visit:
<http://www.apterinternational.com/casestudies>

For more information about our services, email:
enquiries@apterinternational.com

Apter Development Offices:
The Innovation Centre, Epinal Way, Loughborough LE11 3EH UK
Tel (+44) 01509 228896 Fax (+44) 01509 228856

7381 Clouds Hill Place, Manassas, VA 20111 USA
Telephone (+001) 703 361 6061 Fax (+001) 703 367 9044



Steve Carter
CEO/Senior Partner

scarter@apterinternational.com