



## Team to Win® Case Study

R&D projects are complex, and technical excellence is not enough. An international specialty chemical and medical device manufacturer saw the rising cost of those complexities: mission-critical projects slid by their original scope, were over budget, and were delayed. Market share and customer loyalty were at stake, and valuable talent was headed for the door.

With Team to Win®, strategic project team leaders set the standard for a new organizational culture.

**Team performance improved across 18 key metrics.**

### The Problem: Poor Teaming

- Legacy interpersonal dynamics among project teams included gossip, withholding information, dominating talk in meetings, one-to-one antagonism, and a general lack of cooperation.
- Accountability was lacking: Team members would often see an issue but not speak up about it, and they rarely displayed urgency in resolving problems.
- A lack of transparency among team members led to an apathy for decision-making.

*"I want teams that can problem-solve. I want to move from a culture of blame to ownership."*  
—CEO

*"I want people to work together to get stuff done in a timely way, to speak up, give their opinions and their advice, regardless of who is in the room."*  
—SVP, Research and Development

### Their Attempts to Fix the Problem

Before working with Bridging the Difference®, senior leaders tried to fix the problem of poor teaming, including:

- Implementing organizational values to drive behavior. These aspirations didn't go beyond PowerPoint.
- Restructuring the leadership team. That didn't help; accountabilities remained murky.
- Adjusting the compensation plan to reward project team performance. That made the problem worse.

**That's when senior leaders invested in Team to Win®**—a practical solution based on behavioral science. Quickly, root issues came to light and the project teams worked together to tackle them.

*"With Team to Win®, we clearly saw what was stifling our performance and came to consensus about how we would change."*—Senior Director, Project Management Office

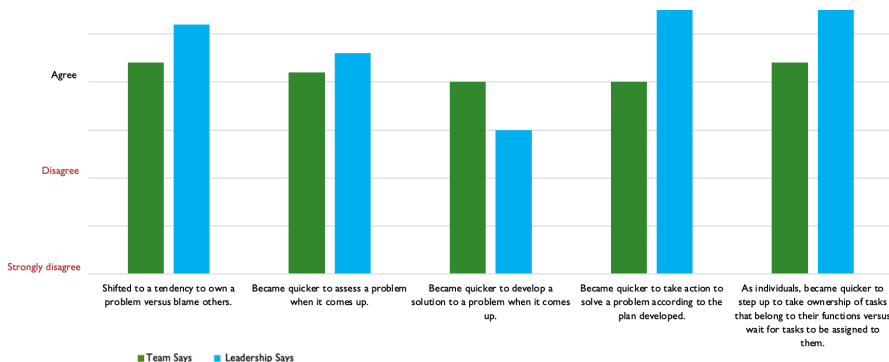
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### The Fix That Sticks

Through a series of four data-driven workshops with group coaching, project leaders across the organization identified and agreed upon the factors that were hindering project performance. Armed with this knowledge, and equipped with new interpersonal communication and priority-setting skills, project leaders were empowered to address unproductive dynamics, such as blaming outside influences and the protection or buffering of negative behaviors. The Team to Win approach played a pivotal role in fostering a high-performing, cohesive unit that successfully pursued and achieved common goals, leading to a significant improvement in project performance.

#### Senior Leadership and Project Team Members Agree:

- Better access to material resources.
- Improvements in time management, staffing, and focus.
- Continued team awareness, self-assessment, and on-the-job development support.
- Higher commitment, as shown in the survey results graph.



★★★★★ *I've seen people be better versions of themselves.* –Project Leader, Medical Devices

★★★★★ *There's more ownership, more initiative.* –Project Leader, Performance Materials

★★★★★ *We've got accountability now.* Project Leader–Medical Devices

★★★★★ *The team learned it's okay to challenge each other; it's actually valuable.*  
–Project Leader, Performance Materials

★★★★★ *It's clear - our interpersonal interactions are key to improving the team performance.*  
–Project Leader, Performance Materials



#### Get Team to Win®

What looks like disengagement is engagement waiting to happen. Seize it.

LET'S GO