



Case Study: 'Fit for the Future'

CLIENT PROFILE

DSV – The Equipment Center

INDUSTRY

Global Transport and Logistics

LOCATION

Brussels, Belgium + Northern Europe (Denmark, Sweden, Germany, Holland, UK, Poland)

TEAM TYPE

Cross-border management team

SITUATION

- Hard-working, loyal individuals – reporting directly to top-management
- No sense of being *one* leadership team – business run by the top
- Lack of trust between managers
- Silos and lack of collaboration
- Low communication – internally and externally
- Inability to engage in constructive conflict
- Lack of delegation – at all levels
- High turnover
- Inconsistent organization-chart that splits people rather than unites
- Inconsistent behavior towards customers

APPROACH

- The program lasted 12 months.
- Pre- and post-program measure was the Team Diagnostic™ and the 14 factors of Productivity and Positivity.
- We did 5 workshops lasting up to 2-days and 5 virtual 1-hour meetings as well as individual coaching of key team members.

BUSINESS IMPROVEMENTS

+15% Productivity

+15% Positivity

SYNOPSIS

The EQC experienced a strong commercial and business growth period lasting more than 5 years (2013-18). Especially the last 2 years, growth expanded fast, challenging both the management level, and collaboration and communication between teams and individuals in 7 different countries. Focus was on running and expanding the business.

The market for trailers and transport services were under severe outside pressure, demanding better competition, lower prices and a higher level of service and quality. Attracting and retaining staff was a serious issue for EQC. Further growth needed an optimization of current staff, higher productivity, and a stronger focus on management and organization.

Top-management needed to delegate leadership responsibility and decision-making to a stronger leadership team, who would be ready to take it on, individually as well as a leadership team.

Through the process both the team and individuals used their strengths to take action to create specific changes.

Both productivity and positivity scores improved by 15%:

- Top-management delegates tasks and decisions, empowering the team
- A new organization plan with a clear focus and specific KPI's

- Better e-mail structure and actual follow-up
- Commitment to Team Agreements – especially supporting each other, using each other’s strengths and give and receive feedback
- Deeper listening to each other
- Speak more honestly and openly
- More Trust
- De-centralized collaboration and support between team members.

RESULTS THE TEAM REPORTED

"We speak the same language".

"Major improvement from a 2-man band to an orchestra, from struggles to really good teamwork".

"No blame, but more awareness and respect of each other’s strengths and weaknesses".

"We know each other better as professionals and human beings".

"People are now more confident to interact".

"Before, communication was only vertical, now it is also horizontal between team-members".

"We were willing to change! People are accountable".

"We improved a lot".

"Accountability has improved, we are ready!"

"For the future, we have built a solid ground that we can use with own staff too".

For more information in improving in Productivity and Positivity conditions using the Team Diagnostics™, please contact European Leadership at:

Tel: +45 33236613

www.eu-leadership.com

HIGHLIGHTS

+15% Productivity

- Goals & Strategies: +27%
- Alignment: +18%
- Decision Making: +18%

+15% Positivity

- Values Diversity: +26%
- Constructive Interaction: +22%
- Trust: +16%

BENCHMARKS

