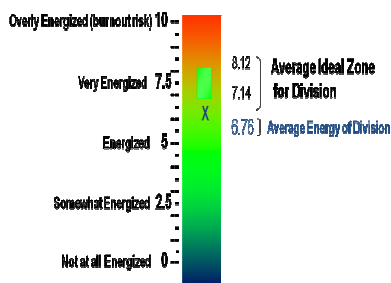


Case Overview

A new talented leader of a 30 person business unit within NYC Government Agency was creating outstanding results and at the same inadvertently creating morale problems.

PeopleNRG was asked to help.



SITUATION

A new leader replaced a long-term leader who had shaped the agency's culture. The agency consisted of a diverse group of people: multiple ethnicities; people with very long and very short tenure with agency; widely different age groups; and many different professional backgrounds.

The new leader is a very talented young woman. She turned things around very quickly and achieved big (high visibility) successes from the get go. Her drive and high expectations resulted in dramatically increased demands of each employee. It led to overload and stress on the organization. With it came a volatile group dynamic with (embarrassing) public outbursts by senior leaders.

PeopleNRG was invited to facilitate team building and leadership development within the agency.

ASSESSMENT

We performed a comprehensive assessment before starting any intervention.

We conducted one on one interviews and leveraged the eePulse platform with customized questions to accommodate the agencies needs. Eepulse questions included:

- Current Energy and Optional Energy
- What if anything helps you stay energized? What is an obstacle to staying energized?
- Employee Confidence in Leadership
- 15 Questions about Leadership Practice

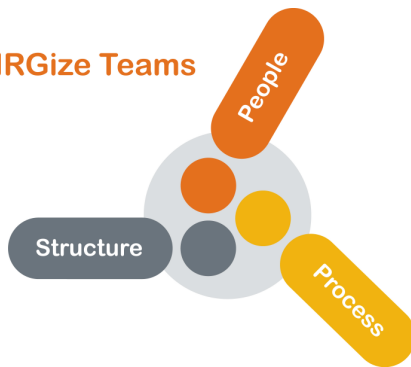
ASSESSMENT RESULTS

On the positive side, the results showed:

- Overall high energy level
- Respect for management and confidence in leadership
- Overall goal clarity
- Most feel challenged by work
- High commitment to agency vision
- Work is very important to most
- Most feel valued by peers and managers
- High sense of urgency within leadership team
- Productive working relationships within teams



NRGize Teams



The results also showed some significant problems:

- Workload issues – some people too busy, some not busy enough
- The leadership team seemed to be completely on board, but large pockets of the non-leaders had “no sense of urgency.”
- We also discovered major walls between the different functions and an internal competition between function-heads. It appeared that communication between the function-heads was limited.
- There seemed to be many untapped opportunities for these leaders to support and help each other in dealing with employee challenges
- An aspect spoiling the work environment was a sense of favoritism between the different functions and the new head of the agency
- People felt micro-managed and as a result, a perceived lack of trust.
- Whereas everybody seemed to have a very high work ethic and most employees considered their job very important, they felt they had no ownership within the agency.

APPROACH

In response to the assessment, we provided 3 interventions: one-on-one coaching to the leader; an off-site retreat for the department; and facilitating and coaching for the managers.

The coaching sessions were focused on the data from the assessment. We walked the leader through the results, listened to her reactions, and provided pragmatic suggestions on how to address the issues.

The retreat was designed to work on the issues of trust, and communication and ownership. The goals were:

- Enable the agency to reach the next level of performance
- Have staff feel and be supported by managers so that they can achieve their goals more easily
- Increase teamwork across units

The retreat was deemed a success by the leader and the department. People were very engaged in the discussions and activities during the retreat. The reviews were high. Also, for many weeks after the retreat, employees talked about being reenergized and feeling more like a team.

Results

After the retreat, we worked with the management team. We sat in on their management meetings. During this time, we provided:

- Coaching on how to handle issues that were identified in the assessment
- On-the-spot feedback to managers during the meeting on how to communicate with each other more effectively
- Private coaching to the leader and the managers on how to build morale while keeping productivity high

The interventions at this department were considered a success. This was indicated by:

- Employees reporting that they were taking time to balance the workload – their own and others
- Many action items that were identified by employees to improve the agency were taken on by the managers
- The leader of agency decided to make working on these action items part of the on-going management meetings
- These action items were reviewed by the management team one by one. Several possible quick wins were identified
- The managerial behavioral issues were addressed swiftly immediately after the event.

PeopleNRG is a change & team consultancy that specializes in optimizing people energy through high impact tools, programs and ideas. PeopleNRG's innovative and practical services enable leaders to overcome challenges they face all too often when leading a team, division, or company into new directions.

