



Pulling a Team Together

The IT department of a large, global financial services consulting firm needed to align the efforts of its six IT divisions and help division leaders think of themselves as part of one department. Until now, each leader and unit had been functioning as a separate department. The firm called Career Partners International to help.

The Challenge

Each of the six division leaders was strong in his or her functional area, although there were mixed reviews from internal customers about how helpful the IT department was in its support of the various businesses. The firm asked Career Partners International to help the team develop common goals and begin to use the synergy of the group to solve increasingly complex technical needs and increase overall customer satisfaction.

CPI's Response

CPI interviewed each division head to understand the level of understanding each leader had about the other IT divisions and their functions. Our data indicated people had a deep understanding of their own team's initiatives and capabilities but very little knowledge of the other divisions.

In a series of team meetings over the course of four months, the team met with its CPI consultant to:

- Gain a greater understanding of, and respect for, the challenges each division faced in meeting its goals
- Identify goals common to all six divisions
- Come to agreement as to how the team could best approach its common goals by drafting "rules of engagement" that identified how the team would make decisions, resolve problems, manage conflict and competing agendas, and hold each other accountable to agreed upon deliverables

The Results

At the end of the process, team members had a clearer sense of their interdependencies and ways they could leverage each other to better serve their customers. Rules of engagement now help the team make decisions, resolve problems, manage conflict and competing agendas, and instill accountability for agreed-upon deliverables. With the help of their CPI consultant, the group worked through the stages of team development, emerging as a high-performing team with a clear mission and strong supporting work processes.