

10. Share and celebrate success at key stages and milestones of the LMC Process. Use these as an opportunity to thank and acknowledge people for their hard work and shine a light on the meaningful results they achieved. This is also an opportunity to reflect on the way people worked to achieve the results; this speaks to the culture shifts, new mindsets, and behaviors that you want to continue.

→ **Case Study: Building Teamwork in a Complex Environment**

Here is an example of how one leader (who had been a participant in my Change Leadership Essentials program) applied these LMC guidelines in his approach to building a cohesive team in a complex environment.

John (his name has been changed) was a director responsible for developing and installing a new financial management system for his company. The executive management team had authorized him to develop a new system that would streamline, standardize, and integrate the company's business processes into one system to ensure the financials were tracked and accurate so that the company could grow and deliver plans to the market with confidence.

John assumed the role as project leader to oversee and implement this work. However, he did not have formal authority over the team he was to lead. The company had a matrix structure, so team members working on the project still reported to their functional managers. John's team also worked with their respective functional and extended teams to provide the necessary inputs and implement the project plans. In addition, John worked with external consultants who provided expertise that the organization did not have internally.

John's new role was a development move for him and a new leadership challenge. He had to lead this team and a team of teams, plus convince political stakeholders to agree

on and commit to a shared vision by influencing and coaching them. At the same time, he was responsible for delivering the system on time and on budget. It was a critical project, and the company's success depended on it.

John knew this project would require a significant culture shift, not only as they designed and built the system, but also when it was implemented throughout the organization. The planning, accounting, and management team members who were part of the project team had to rethink the way they developed their financial plans and measured outcomes. They were asked to use new software to support a new planning process that would be less flexible and more rigorous. It would also require alignment between some new divisions.

John knew he had to form the right team, build collaboration, and form partnerships to be successful. However, he was not ready for the degree of resistance and lack of teamwork he faced. Firstly, there was co-opitition (cooperation and competition) between the departments. The functional and extended teams were territorial about protecting their resources, including their people and budgets. They also had longstanding relationships with suppliers and partners that they did not want to change. Legacy systems were not being fully used, which indicated greater efficiencies were needed. At the same time, there was an organizational review underway that created uncertainty about future work and job security.

To add to the mix, the external consultants were competing with the internal people. They acted as "the experts" and did not take time to fully understand or respect the internal knowledge and expertise, nor the issues and concerns raised by those internal team members. All in all, this project was highly political, yet the company's future depended on it. John had a mandate to work together as a team to develop and implement this solution. The plan was the easy part; building a cohesive team was harder.

Here is how John began to handle the challenge. The culture shift required the team to be more transparent about the

project plan and expected outcomes. They learned that they needed to communicate more frequently. They also conducted a stakeholder analysis every two weeks to determine who was onside and what else they needed to do to help people have confidence and participate in the project plan. This process helped the team work better together. It also modeled for themselves and the rest of the organization the values and behaviors of teamwork, collaboration, and partnerships between the people on the team and their departments.

They held working sessions focused on change leadership and change management with both the external consultants and their internal teams. This created a common language and opportunities to learn about each member and their expertise, strengths, issues, and concerns. They coached each other and their extended teams. They shared wise practices and communicated about how they were using the diverse knowledge, skill sets, and experiences of the people involved to inform the development of the new system and the process to get them there. Their approach required each of the team members to be a leader of change and, at the same time, manage the plan. This helped break down the silos, created alignment, and strengthened teamwork and collaboration across the organization.

In those sessions, they also developed a Master Change Plan that helped them align the project plan with other initiatives simultaneously underway in the organization. This also helped the project team to get the approvals they needed from various political stakeholders and to make use of the work of other teams such that they reduced costs and time, shared the vision for change, and got support for the project across the entire organization. In the end, John was able to complete the project on time and within budget, which he knew would not have been possible without the degree of teamwork he had been able to assemble.