



Paris Phoenix Group

Case Study: Leadership Team Offsite

This is an example of a process we have used successfully with several companies, and tailored the approach to the size of the company or group.

Business Context

An insurance company of approximately 300 employees, however this work was applied to a senior management team of approximately 20 people. We had previously worked with this organization to define their desired cultural attributes, and they indicated that this level of managers had a particular need to reevaluate how they worked together, specifically within a company that encouraged a committee-based format for corporate-wide initiatives and programs.

Preparation for Off-Site

Attendees were given a few questions to respond to about their experience working with committees, how they could be better, which committees were unnecessary, etc. We compiled the responses, created the agenda, and supplied the materials.

Off-Site

The agenda included time to reflect on their past work and what being a “Team” really means objectively, as well as what it means inside their organization. We shared the compiled results from the pre-work, and then the remainder of the day was spent determining new possibilities for the committee structure, options ranging from dis-banding to combining, whose participation and support was missing, and next steps for a more effective leadership team. We facilitated the discussion, provided a balanced viewpoint and offered alternative perspectives, and summarized the captured notes and new proposed committee structure for the organization.



Outcomes

Ultimately, this group decided it was best to re-structure several committees, created new expectations and deadlines for the new committees, and decided to re-think their own dynamics as a “leadership team.” This then lead them to let the new committee structure serve as a more formal body than in the past, essentially dis-banding themselves as a separate but parallel leadership group in favor of the committees.

Notes...

While this example is unique to the specific problem this group needed to solve (e.g., a more productive use of committees) it is representative of our work with leadership teams going off-site to tackle a problem using pre-work research as a basis for the conversation. Other off-sites we have conducted relate to working sessions to define the Aspire-To Culture for an internet retailer, delivering employee survey feedback results to senior leaders, and delivering leadership team assessment results.

Through customized business solutions, Paris Phoenix Group helps answer complex organizational questions around employee issues. Our consultants focus on understanding how the employee perspective fits into the organizational people system. Each of our customized solutions is founded on a rigorous research approach. This allows us to provide our clients with well-founded and effective solutions to meet their business needs.