

## Helping good teams to be better

A team of seven managers wanted to define a common approach to managing a complex division of 1200 staff based across Fujitsu Services in the UK. The team communicated openly, had good relations with leadership and staff, but an analysis of feedback from stakeholders throughout the business suggested that the team could perform a more valuable strategic role.

Barker Dewson conducted a diagnostic review and, using action learning, feedback from psychometric questionnaires, and the opportunity to reflect on stakeholder feedback, the managers identified what was important, rather than merely urgent. Using a series of models, the team defined what it should change, where it could exert influence, and to ignore that over which it had no power. The team committed to certain changes in leadership behaviour, described as displaying greater 'managerial courage'\*.

The team created a series of strategic actions for the next year, and made commitments to delivery and internal communication programmes. A follow up activity was planned six months later.

\* *Managerial Courage, defined by the Lominger Voices 360 Feedback tool as 'Doesn't hold back anything that needs to be said; provides current, direct, complete, and 'actionable' positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take negative action when necessary'. Voices 360 is a trademark of Lominger, a division of Korn-Ferry.*



*“Sometimes, you’re so focused on what’s in front of you that you lose sight of what’s ahead. It’s been really useful to spend some time identifying exactly what it is we want to achieve as a team over the next year.”*

*Senior Manager, Programme & Project Management, Fujitsu Services.*