

Holding the mirror up...

... what more should we be doing to deliver greater value within a complex matrix of customers?



Situation

A recently integrated team were implementing an ambitious improvement plan. However, wide-spread misperceptions of role and value were obscuring success.

Mansfield Buchanan was asked to provide an impartial assessment of the team's progress in meeting business need and to help the team agree how to respond to the continuing challenges being faced.

Approach

The key steps undertaken by Mansfield Buchanan included:

- A review of the improvement plan and business imperatives
- Confidential 1:1 interviews with each member of the team to gain insight into the internal issues influencing team impact
- Presenting conclusions at a team off-site and discussing the immediate and longer-term implications, followed - some months later - by a 2nd team workshop to review progress and agree next steps to maintain momentum.

This initial phase of work was then supplemented by a request for Mansfield Buchanan to interview a cross-representation of stakeholders to gain deeper insight into their needs and expectations.

Outcomes

Transparency of the key issues highlighted the need for the team to move from an **operational focus to strategic stakeholder dialogue**. The team used these insights to agree measures to address this crucial challenge.

"MB did an excellent job at working us through our own self-diagnosis so that we identified real, implementable ideas to help evolve and change.

The bottom-up approach enabled us to work with multiple stakeholders and take the team further on our journey."

*Leader,
Portfolio Planning &
Forecasting*