

CLIENT CASE

Coach a new Management Committee to high performance



**HANS
BOHNEN,
HEAD OF GBS,
CLARIANT**

“I really appreciate the HPT work I did with Krauthammer over the last 3 years. Leading different teams towards high performance always has different starting points and requirements. Krauthammer managed to identify those very well and adapt the programme according to the teams’ needs. In addition to their proven tool box, this ability makes their service special. On all three occasions, I have worked with Krauthammer, the results were compelling and had considerable impact on the team’s leadership performance.”

Coaching a new Management Committee to operate quickly as one team

Challenge

In January 2015, Clariant established a new internal organisation to deliver services for internal end-to-end processes on a global scale. In doing so, the company moved from a function-specific services operating model to process-driven Global Business Services. The new Global Business Services organisation (GBS) was created from scratch, with a clear but ambitious roadmap. Their aim was to quickly clarify all key processes and transfer the necessary knowledge to its newly built shared service centres. In addition to this, the company aimed to manage these changes with all internal stakeholders and business units, with the goal of implementing process excellence across all services by the end of 2017. Hans Bohnen who had been successfully running one of Clariant’s largest BUs over the last 5 years was appointed as Head of GBS. In that role, he also took over a totally new Management Committee (MC), who he had to quickly engage in a collective change journey. This meant first clarifying the vision and strategic objectives of GBS, then making a quantum leap from being a ‘working group’ to rapidly working as a ‘real team’

Solution

Hans Bohnen had already experienced Krauthammer’s expertise in coaching top teams when he was the Head of BU. That’s why he decided to call upon Krauthammer to design and deploy another customised high performing team programme in 2015.

After some individual interviews, two collective questionnaires (TASK², DISC-WPMOT) and a team meeting observation to gauge the current situation, Krauthammer created a tailor-made programme, composed of team workshops and collective coaching. A total of 6 sessions, each lasting a day and a half, were spread over 10 months in order to clarify GBS’s vision and strategic objectives, and then foster and anchor team building, team spirit and teamwork within the MC.

TASK² = Task/ Trust/
Accountability/ Approach/
Skills/ Size/ Key values/ KPI

The trust equation =
openness + reliability +
credibility / self-orientation

DISC = Dominance/
Inducement/ Steadiness/
Compliance

WPMOT = Working Place
MOTivators

Results

The team finalised GBS's vision and its strategic objectives for 2017. It then focused on its collective dynamics, clarifying its *raison d'être*, code of conduct, desired leadership style, governance, roles and responsibilities, *modus operandi*, strategic priorities and typical agendas.

The team practiced consensus, dealing with tensions, giving and receiving feedback and speaking with one voice.

Bilateral discussions were held, enabling individuals to identify ingredients and personal actions needed to capitalise on their strengths, work on their limits, and build and reinforce interpersonal trust.

When Krauthammer and Clariant started the journey, a TASK² survey helped to identify key collective strengths and development points. A DISC-WPMOT survey greatly supported in understanding individual behavioural and motivational profiles and in strengthening commonalities and differences to improve interpersonal communication between team members.

In 2016, personal coaching and some team workshops are envisaged to further anchor new routines and behaviours.

About Clariant

As one of the world's leading specialty chemical companies, Clariant creates value through innovative and sustainable solutions for customers from many industries. To achieve its vision, the company builds leading positions in the businesses it is active in and adopts functional excellence as part of its culture. Clariant creates value by appreciating the needs of its customers, its employees, its shareholders, and the environment.

About Krauthammer

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people's level of engagement

Visit www.krauthammer.com for more information and contact details.