

CASE STUDY

**CATALYST'S 4
TEAM PERFORMANCE™**

FONTERRA CASE STUDY

The initiative for the CATALYST'S 4 Team Performance™ framework started in 2012 with informal conversations between CATALYST4 and the GM OD at Fonterra. Our observations after many years of working with Fonterra were:

1. As an organisation that regularly restructures, we noted an increase in facilitating team sessions to help them accelerate their development. We recommended that Fonterra develop a consistent and shared approach to accelerating team development that meant that the design of workshops and their facilitation could be fast tracked.
2. That the organisation provides a lot of support and development for individuals, but lacked the same rigour and attention to team performance. A quote from Peter Block, was ringing in our ears "the unit of transformation in an organisation is team, not individual". If this were true, why was Fonterra (and most other large organisations) only giving cursory attention to team development?
3. That individual leader mindsets were often clear on what was required to drive individual performance but confused as to what drove team performance. Further, many people referred to team development in incomplete ways – effectively using it as a generic way to describe their direct reports (rather than focusing on the added value of shared work and shared ways of working).

Emerging from these conversations was the opportunity to design a framework, a one-page "maturity matrix" for high performing teams and a set of facilitator guides to support team leaders and HR specialists in fostering team performance.

"The best Learning and Development initiative
I have ever seen, for ease of use and impact
they have on leadership teams"

Rick Carpenter – GMHR Fonterra Australia

DESIGN BRIEF

CORE ELEMENTS

CONTEXT

The evolution of Fonterra has created the need to shift from our traditional focus on individual performance to team performance in order to optimise business performance, execute our refreshed strategy, achieve ambitious targets and move to being a fully-fledged, agile, global organisation.

PURPOSE

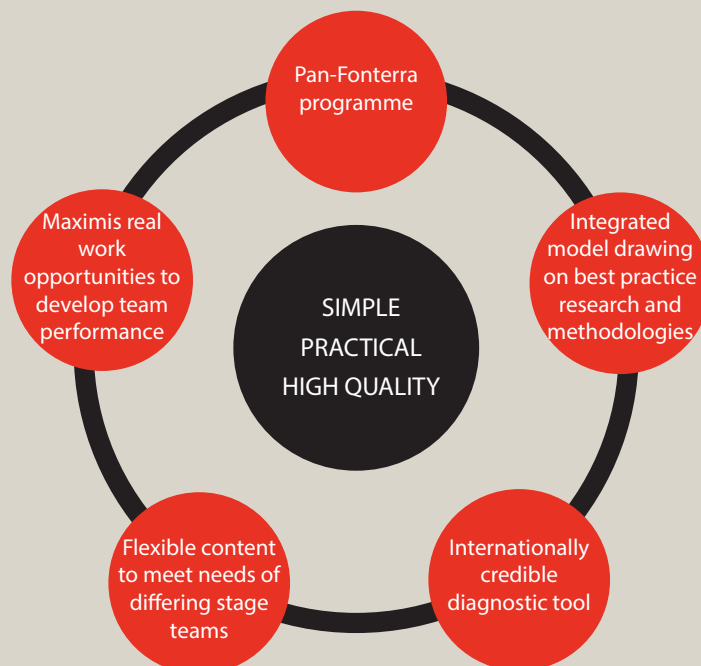
To drive our culture journey and accelerate our engagement journey by enabling the delivery of strategic objectives and sustainable business performance at velocity through high performance teams at executive and senior levels.

OUTCOMES

Specifically, the High Performance Team Framework will deliver:

- Sharpened clarity of roles and accountability
- Collaborative working where the business is best served by it
- Role models of collaborative behaviour
- Collective ownership of challenges
- One consistent, global framework
- Teams better equipped and prepared to work across organisational boundaries
- Improved decision making
- An equal emphasis on the What and the How within teams

GUIDING PRINCIPLES



We approached the design iteratively – releasing early drafts of the design for use within Fonterra and then adjusted based on feedback. As a result, you can be confident that the tools developed have been well tested in a variety of contexts.

From the beginning of the project there was great interest in the programme we were designing. The following extracts from emails during the design process provide some insight about how the programme has been received, and how we worked with Chris Wyborn (Global OD Manager) at Fonterra on the project.

... Have only had time for a quick look through today, will go through in more detail over the coming days and give you some more considered feedback, but at first impression this looks brilliant.

... And you'll be pleased to hear there is already some good interest in the HPT intro workshop and I've got several BPs trialling them over the coming weeks(!) Will keep you posted on how they go.

... Some really positive feedback coming in on the HPT intro workshop – thought it could be useful to find half an hour soon to run through this and see how the next modules are progressing, whether you need anything from this end.

Feedback after modules were placed on the Fonterra Portal for all leaders to use:

... Hope all is well. Thanks for the materials the other week for Inspiring Purpose and Clear Goals and Roles, these have been up on our HR portal since last week and already one person has come back with positive feedback on the Inspiring Team Purpose session. I'll let you know as more feedback comes in.

One of the benefits of having people trial the modules as we were designing meant that we could quickly make adjustments along the way so it moved very quickly from idea to a product. Once the modules were complete we sought additional feedback from people who were using the programme.

Feedback from our HR community has been extremely positive and they have particularly appreciated the ease with which they can learn and apply the HPT tools. One senior HR manager called the HPT tools the best Learning and Development initiative he has ever seen, for their ease of use and the impact they have on leadership teams. (Rick Carpenter, GMHR Australia)

We also developed a one-day leader development workshop that integrates the team effectiveness material within their broader leadership development framework, helps them become aware of the resources that are available on-line and provides targeted focus on their unique role as team leader.

Since working with Fonterra, we have further developed the matrix and supporting tools ourselves and worked with a number of executive teams ranging from small to large organisations.

Written feedback from Chris Wyborn (written a year after we completed the project)



TESTIMONIAL FOR CATALYST 4

High Performing Teams Framework and Tools

26 September 2017

To Whom it May Concern

It is my pleasure to provide this testimonial for Catalyst 4.

Catalyst 4 have played an integral part in the development and implementation of Fonterra's High Performing Teams framework. Drawing on the best research available globally and combined with many years experience working with executive teams, Catalyst 4 were able to translate global best practice into a language and approach that fit perfectly with Fonterra's culture and context.

They are true partners, working in collaboration to understand the unique challenges and needs of the client and to bring solutions that are research-driven and best-practice yet packaged in a way that will resonate with the target audience. They are not afraid to ask the tough questions and give an honest perspective, but always bring an optimistic and constructive approach to their work, making them a trusted partner to the HR Centres of Excellence.

Our High Performing Teams framework, developed with Catalyst 4, has been extremely well received by the HR and leadership communities at Fonterra and is leading to visible differences in performance and engagement of our people across the business, from operations teams to front-line sales staff.

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Our internal research shows a clear improvement in the performance and engagement of teams who have engaged with the High Performing Teams tools, and many of our business units have prioritised HPT activity this year on the basis of these results.

I highly recommend Catalyst 4 as consultants and development partners.

Chris Wyborn
Senior Organisation Development Manager

CATALYST'S 4 TEAM PERFORMANCE

For more information contact:

peter@catalyst4.co.nz