

# Distinctions Consulting.

**Team Case Histories**  
2021 to 2022

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## Case Study: An Garda Síochána

**Delivery Team:** Dayna Caceres, Peter McDermott, Eimear Carney

**The Teams:** Distinctions was contracted to provide team coaching for five Senior Divisional Leadership Teams (SLT) tasked with implementing the new AGS Operating Model. Team size was between 5 – 9 members



### The Format:

- 2 full days of team coaching, carried out in 'in-person'.
- A 360 team diagnostic / assessment
- Pre-engagement one-to-one calls between team coach and individual members of the SLTs

### The Ask:

The objectives of a two-day Team Coaching programme, per Division, where that a safe and challenging space was created where;

- The team understood their strengths, individually and collectively
- Teams operating as a collective in order to drive transformational change across the service and between functions
- Team members negotiating priorities with each other in an honest, ethical, and transparent manner in order to achieve organisational and team goals
- Team members holding each other accountable, through giving and receiving candid feedback
- Individual team members coming away with personal developmental goals in service of the team.

### Outcomes:

- The teams agreed on culture they wanted to create for their team to achieving results.
- The teams agreed what they needed to do to become more effective – common goals.
- Personal and interpersonal effectiveness improved.
- Each team developed a sustainable action plan for change.

### Team Feedback reflecting key learnings & take-aways:

- Identifying and understanding the strengths and weaknesses of the team. How important it is to use the knowledge that others have.
- The need for honesty and open discussion when making change. Greater confidence to engage with conflict amongst the team. How to solve problems as a team. -
- Getting an insight to the individuals on the team. The different personality types at play, the people who inspire us and that we all have the organisation best interest at heart. More aware of my own behaviour (+/-) and how I might be delivering my message. I learned that my peers and I all feel somewhat similarly but just verbalise things differently.
- Our capacity to develop and our team commitment. How well we worked as a team. That as a team, we are more powerful than any individual.

## Case Study: Salesforce

Delivery Team: Fiona Dowling



**The Team:** Senior Leadership team of 12, Sales Development, responsible for generating quality opportunities that convert to meet Revenue Goal set for the fiscal year. Leading c.80 sales people across Southern Europe.

### Key Challenges:

- Working remotely since March 2020.
- 3 members of the team new - on-boarded remotely.
- Leadership team of mixed tenure and ages.
- 3 members are new to the team.
- No opportunity for team to gel, as in a remote working environment since March 2020.
- Different interpretations of what culture means to people depending on seniority.
- A lot of changes are currently going on in the company.
- Significant targets and stretched resources - human capital and time.

### The Opportunity:

Senior Sponsor identified the needs as culture, collaboration and celebration. Aligning on culture was important as this was the second year the team is fully together. The last year was about survival – this year the Sponsor wanted to build out on team culture so that they could be aligned in what culture means to them and that their culture supports them in achieving their KPI which is the Revenue goal. It was also important for the management team to communicate the same message to the wider team of 80 across Southern Europe.

### The Ask:

The Leadership team used this opportunity to come together for 3 half days to create a culture of collaboration and celebration that drives best practice sharing and supports the team in achieving their Revenue goal. Three key deliverables were:

1. Forming opportunity as a team
2. Develop a unified culture within the team that synergizes ways of working in achieving its objectives;
3. Create a culture across the team for developing as a team, working together and recognition of each other's work.

### Outcomes:

The team used the 3 days to celebrate their successes year-to-date, learn more about each other as a management team and build out on their culture of collaboration to drive results.

They locked down their values, agreed on important behaviours and together they focused on the challenges and priorities that would enable them to reach an even higher level of performance while being mindful of what is important to them as a team to include fun, time to think, talk, and have fun with each other.

The team brainstorm identified that while there was a framework with clear objectives and projects to support the drive for results, there were competing demands. They identified that they were missing quarterly prioritisation of projects to enable focused participation and quality delivery of priority projects, which would result in a more effective use of resources.

A number of actions were agreed to support the goal statement to include an agreement to prioritise, set smart goals/metrics, and organise success stories.

The impact of the teamwork was that the team is aligned on what is important to them and they have agreed to take actions that will leverage their resources so that they have more time to share project success stories with all members of the team, review progress, think, talk and add more fun to the mix.

**Testimonials:**

“Amazing program to speak up, align with your colleagues and keep working together towards same goal with same vision. Thank you!”

“This was a great opportunity to come together as a team, reflect on what’s going well and understand our gaps. It also helped us clearly define specific follow up actions and had a positive impact on our team culture.”

## Case Study: Employability Limerick

Delivery Team: Orla Berkery



### The Team:

The team comprised of 9 cross functional members, making up the Employment Support Team who provide coaching and delivery of employment services to people with injury, illness or disability in their county.

- Diverse, multi-generational team with varying length of tenure ranging from 12months – 18 years.
- Varying degree of technical skill across the team with some members favouring more technical approaches over more traditional ones.
- Team were working more 'as individual contributors' rather than collaboratively, hence a culture of having to do it alone was evolving.
- Pre-Covid, team was primarily office based with the exception of 2 team 'field based' members. March 2020, the entire team moved to remote working.

### The Ask:

To find more effective ways to collaborate, agreeing on a consistent framework and approach to Client Onboarding, whilst ensuring targets were met at individual and team level.

### Key Challenges:

- Standardisation of client acquisition process
- Meeting client acquisition targets
- Moving to a remote workplace
- Team dynamics
- Managing budgets

### Opportunity:

The team had an opportunity to come together to create and agree on the best way forward for Client onboarding by agreeing a consistent framework. This would enable new clients to act as advocates and ambassadors for Employability's services and be used to attract additional new clients.

### Outcome:

The team sessions afforded the team dedicated time and space to step out of the day-to-day, to co-design and agree a more effective strategy for engaging with and acquiring clients, in a way that played to the individual and collective team strengths. A key outcome of the work was the team agreed a new framework for onboarding new clients to include the following key elements.

- The team agreed a more strategic and unified approach to client onboarding leading to efficiencies in terms of process, resources and time.
- By identifying & agreeing a new consistent approach to onboarding, the team are now better placed to generate more meaningful data to track and manage their individual and team targets. This will allow them to respond more quickly going forward to a changing marketplace. This new strategic approach also brought further clarity to the budget requirements

of their project and the team developed a new framework and detailed process in costing of projects.

- The team recognised and committed to the requirement for a hybrid working model and developed key insights into the 'skills and strengths' of individual team members and agreed a new more effective ways of working that played to peoples strengths. New, more effective processes were developed for team meetings in the virtual environment.

## Testimonials:

*The team wok was very engaging, fast paced and targeted to the goals the team had identified.*

*As Team Leader, I found the Sprint sessions fantastic and with a lot of upsides for the team. Together with Orla facilitating, we defined actions to move our project to the next level and this gave us a better understanding of how to work effectively together as a team to achieve our common goals and maximise the positive impact of our project.... And we learned how we can do this in a virtual /hybrid environment.*

*Orla presented our sessions in a clear, concise, and effective manner and each session was very well prepared for. At no point did anyone feel overwhelmed, although we had a few challenges with the virtual online sessions, these were resolved very quickly, and the sessions continued to be very collaborative. The sessions allowed for those who might previously, have had a tendency to sit back to contribute and overall, everyone felt that they were heard and had an opportunity to have input. This created a great sense of ownership and buy in from the full team.*

*The support and insight we got from our team development has been very valuable. As Team Leader, I have seen strong developments within the group, people stepping up and getting involved and working hard to achieve the end result. I am delighted to say that thanks to Orla and how the sessions were run we now have the tools to drive this project forward to completion. And to also take away key learnings that will enable us to continue working in similar ways in the future. I would definitely love to use the Sprint model again for more projects! Thank you again Orla, it has been a pleasure to work with you. **Ursula Mac Kenzie, Team Leader, Employability Limerick***

## Case Study: Coca Cola

**Delivery Team:** Clodagh Barry

### The Team:

A newly formed functional leadership team of five managers, including direct and dotted line reports, gathered to consider the opportunity of creating alignment within the function, creating a basis for supporting each other and building into a collective team. The team managers operate over two different sites, and most have been working remote in some form (either full time or part time) over the past year.



### The Ask:

The team development focus was to form into a collective team, with purpose, buy-in, motivation and focus. The aim was to explore and connect as a team on an agreed way forward, recognising that there were potential gains and efficiencies by working more closely.

### Key Challenges:

Alignment was identified as key challenge at the outset. As the team met the collective team recognised that a common challenge is the ongoing focus on daily operations, while change is coming at pace. A further key challenge was finding time. As a collective it was agreed that time recovered should be measured. The topic of how to support own teams in meeting the future state can now be addressed collectively.

### Outcome:

- The buy-in and potential of the collective team was discovered and agreed, along with the potential impact and opportunity for each functional group. They agree key ground rules – mission, goals, success metrics, roles in situ.
- Recognised the potential additional value of this cross-functional team to themselves as managers, to their own team and to their identified stakeholders.
- They felt more connected as a team and improved how they work together. Built trust and safety into the collective team.
- Are preparing to build-in a learning, feedback loops & a coaching culture.

### Testimonial:

“The structure and processes put in place by Clodagh for our 3-day team sprint, were highly effective and allowed us to open up and discuss key challenges we all have in the current operating environment. With her guidance and leadership throughout the 3 days, we all were able to effectively challenge the current ways of working, look at what we believe to be the key challenges we have and gain alignment on a way forward. The processes and tools used ensure everyone had a voice and with the stewardship of Clodagh throughout the 3 days we were able to achieve a lot. The work now begins to put all the plans and actions into place. I would like to thank Clodagh for all her leadership as we worked through the issues and I would recommend her, and the processes and methods used, as an effective way to start a journey to change. The 3 day sprint process is a very effective way to get through this and have an outcome quickly” Richie, Planning and Logistics Manager.

## Case Study: Dublin Simon Community – Corporate Partnerships

### Team

**Delivery Team: Peter McDermott**

### The Team:

Corporate Relationships Team, consisting of 5 members, responsible for managing relationships with larger corporate donors, and identification /leveraging of new donors in that space.



### The Ask:

The team development focus was on how the team tackled the challenges they were experiencing on achieving new targets for New Donors.

### Key Challenges:

- Target market for doners contracting.
- Ambitious target to achieve.
- New team members on the team

### Outcome:

This was the first opportunity this team had had to engage with each other in a targeted specific way. They have regular meetings, which tend to be information cascades.

- Targets were discussed and rationalized, made real and achievable.
- The team were superb in taking the opportunity to identify their own and others on the team specific skillsets.
- We adopted a ‘horses for courses’ approach, getting individual team members to take ownership of and responsibility for particular tasks that suited their skill sets.
- The team gained greater clarity around their Stakeholder groups. This enabled them to leverage relationships and circumvent potential issues. As a result, they will be more pro-active in deciding who should interact with external agencies and manage internal relationships.

### Testimonial:

*“I have never seen our team be so engaged in a session... Would highly recommend the 3 Day Team Sprint.”*

*“We emerged from this 3 day team sprint challenged personally, and feeling much stronger as a team with a clear plan to tackle new business.”*

*“I feel the team will be carrying what we have learned through this process with us in our everyday work for a long time and will be better for it.”*

*“I can’t highlight enough the value and impact of this training.”*

*“The 3-Day Team Sprint was an incredibly beneficial coaching experience. Our team is better-off having taken part in this experience”*