

## Case Study – XP Power

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### Background and Objectives

Having previously delivered a modular Management Development Programme for a UK based team, we were invited by XP to design and deliver a truly global programme for their Engineering Teams based across the world. With teams and individuals working in Singapore, US (East and West Coast) and the Philippines, we needed to create something that would not only provide a consistent approach to management in terms of the language used and the behaviours demonstrated but also recognise and embrace any cultural challenges the teams would be facing.

The situation was further complicated by the global pandemic which prevented any form of travel and ensured that everything had to be delivered virtually, across multiple time zones.

### Programme Format

Following consultation with key stakeholders at XP, we agreed that each team needed to be provided with the same core principles of leadership and management to ensure the consistency that was so important. We identified the following four key areas of focus:

-  **Leading and Managing Performance**
-  **Blanchard's SLII – Leadership Flexibility**
-  **Leading through Change**
-  **Feedback and Coaching**

Given the participants' extremely busy schedule, we designed a format based on short, sharp 'virtual' sessions, combined with some self-directed learning opportunities that could be completed in their own time. Our Learning Transfer Platform – PROMOTE – was used to facilitate this and drive levels of engagement beyond the regular get togethers.

In addition, each team's 'Leader' was supported through the programme via one to one coaching sessions, ensuring that they were able to support their teams through the training and maximise its impact going forward.

Early starts and late finishes soon became the norm, as we embarked on this truly unique global leadership programme!



## Results

All the participants demonstrated excellent buy-in to the first stage of the programme, with clear evidence of how they have used their newly learnt skills captured on the PROMOTE platform:

*“Now that I know where each team member fits using the performance window, I can manage their behaviours and results better. The window will help me maintain a happy working environment for my team and hopefully move them all to become team players”*

*“Shared the team assessment sheet with my manager and talked about how D1-D4 pertained to my team members. We can now use it to help better match people with projects and tasks. It has also made me aware how some will need coaching and support to real success”*

*“The session was very useful and I have already started identifying when I am being overly directive.”*

*“Following lunch with a new team member, I clarified the importance of building a trusting relationship and asked them to maintain open communication with me.”*

*“Since the training I have found myself listening much more and being more direct when needed.”*

What’s more, XP have agreed to continue with the partnership as we continue our work across all the global teams. The focus now shifts to how they can develop the skills and behaviours needed to become High Performing, Self – Managing Teams.

