Steerio

Steerio – Use case

Collective intelligence for team excellence

BearingPoint®

Steerio – Client use case study

To improve the feedback culture and increase its team performance the client implemented Steerio supported by BearingPoint

Context

- **+90 people** work on the Apollo program
- +10 000 employees worldwide company
- **Project scope** covers Payroll, Finance, Supply Chain and IT
- Steerio results are **shared and discussed** in 2 distinct committees:
  - Strategic Steering Committee
  - Project Committee

Main challenges

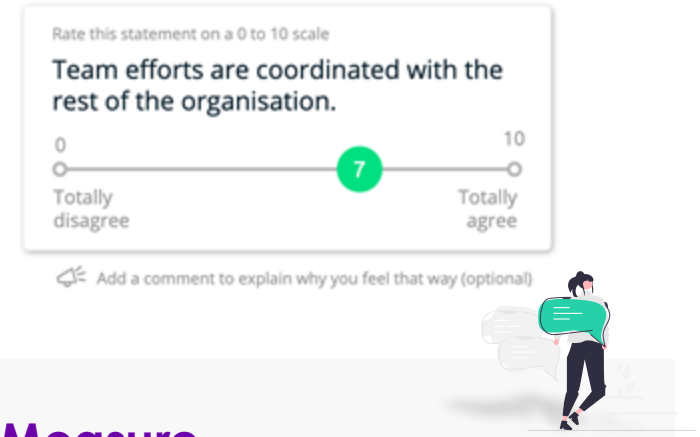
- Very **heterogeneous** profiles, skills and mentalities
- **Transverse** team structure and tight planning
- **Feedback culture** almost non-existent

Steerio set-up

- A survey every **two weeks**
- Mix of predefined and customized questions
- **5mn** to answer **10 questions – 100% anonymous**
- **+90 people** surveyed (60 client, 20 consulting firm, 10 third parties) in France, North and Central Europe
- Segmentation per **workstream, function and country**
- Use over the entire project duration
- Results analyzed and condensed on a reading **support** regularly shared

In Marion's head, Apollo project director and Steerio client

Marion's routine – measure, understand, act.



Measure.

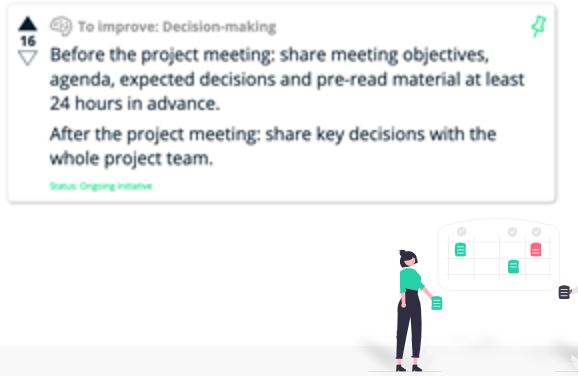
Marion **leads by example**, sharing her **feelings** about the project with the rest of the team.

At the end of the responding period, she receives an **intelligent summary** by e-mail and goes to see in detail the **results** and analytics.

Understand.

Marion takes a **look** at how the project is currently doing.

She identifies the **main positive points** to be highlighted and the few **areas for improvement** to be discussed.



Act.

Marion reviews the different **feedback** and **propositions** submitted by the team.

She prepares **discussion points** for the next group meeting.

Marion reviews the Apollo team's results from the last survey

The Steerio heatmap (segments x dimensions) helps Marion to instantly spot topics to be discussed with all or part of her team

Focus 1

Improving the "**Decision-Making**" dimension for the "IT & Architecture" team

Focus 2

Improving the dimension "**Resources & Capabilities**" for the "Finance" team

Marion identifies the main areas of improvement - Focus 1

Decision-Making

For the last closed period

3.4

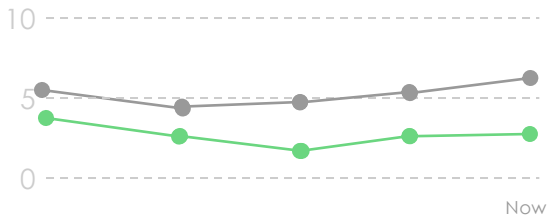
The team is aligned

-2.3pts below benchmark

The quality of "Decision-Making" is steadily declining. This is an important signal from the team that needs to be addressed.

Evolution

+ 0.5pts



4/10

The team is able to make effective and timely decisions.

"The multiplicity of people involved makes it difficult to make decisions, and the inertia of exchanges means we're falling way behind schedule."

2/10

Meetings are properly structured and efficiently managed to facilitate decision-making.

"There's a flagrant lack of efficiency to date in our meetings, which drag on without the decision-making objectives always being achieved. We waste time, it's time-consuming and it prevents us from making progress on the rest of our topics."

Decision-Making

Learning 1

Avoid inefficient and time-consuming meetings

Learning 2

Review the decision-making process with the IT team

Marion identifies the main areas of improvement - Focus 2

Resources & Capabilities

For the last closed period

3.6

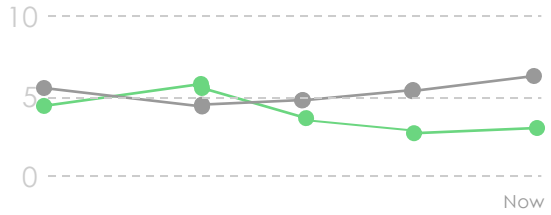
The team is partly aligned

- 1.9pts below benchmark

A few sticking points have emerged, hampering good team performance. A majority of the group agrees that something needs to change to ensure good teamwork.

Evolution

+ 0.5pts



I feel the leadership is personally committed to team's success.

3/10

"We need to see our local worksite managers more involved and more federative. They never come to meetings and don't know how to communicate."

We quickly get the required validations, resources and sponsorship to pursue our objectives.

5/10

"The middle management is absent, and I often feel that I lack support. Discussions with other stakeholders become more difficult."

Resources & Capabilities

Learning 1

Improve the middle management commitment in the Finance community

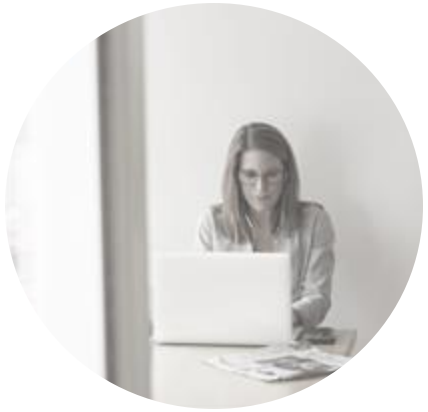
Learning 2

Recreate purpose by making communication more fluid

Meanwhile, each team member can position itself in relation to the rest of the team

Overview / extract of individual results for two team members

Me vs. The team

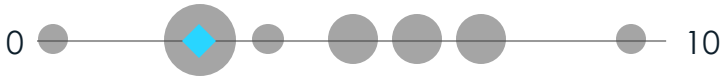


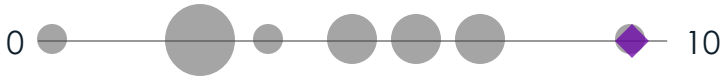
Max (Tech & Data)

Chloé (Business)

QUESTIONS

The team is able to make effective and timely decisions.





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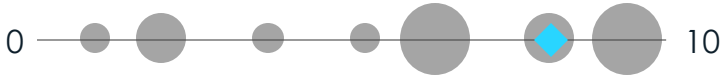
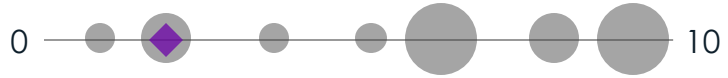




Marion examines the latest propositions submitted and upvoted by the team

▲ 16 ▽

To improve: "Alignment & Communication" (16 votes)

Before the project meeting: share meeting objectives, agenda, expected decisions and pre-read material at least 24 hours in advance.

After the project meeting: share key decisions with the whole project team

▲ 9 ▽

To improve: "Alignment & Communication" (9 votes)

Distribute communication media (newsletter, video, one pager) on the consolidated 2020 objectives with associated action plans by department.

▲ 5 ▽

To improve: "Alignment & Communication" (5 votes)

Create opportunities and moments to communicate and get to know each other, for example through breakfasts or lunches. This would facilitate exchanges between the various stakeholders.

Propositions

Learning 1

Better communicate objectives, roles and decisions

Learning 2

Share information more effectively and facilitate exchanges

Marion has identified the main learnings and will discuss them with the team.

Discussion 1

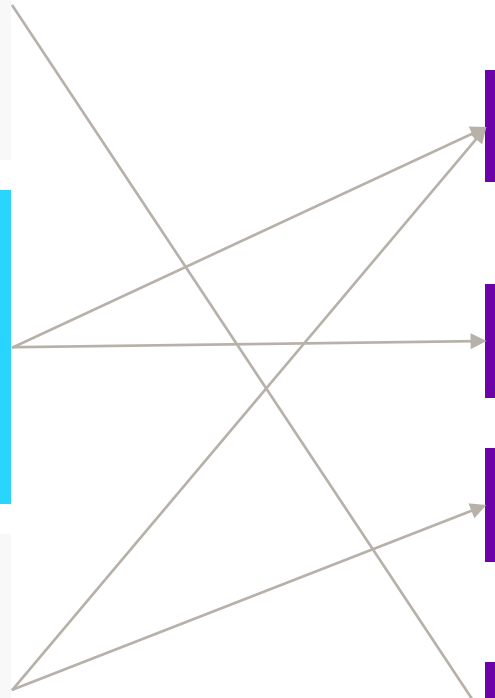
Ineffective meetings and decision-making processes too far from the field

Discussion 2

Imperfect middle management commitment

Discussion 3

Difficulty to communicate effectively and make information accessible



Action plan

Communication plan (newsletter, video, forum) to optimize information sharing within the program

Coaching sessions for middle managers (posture, role clarity, communication)

Ambassadors appointment
Transformation coordinators within the various teams

Charter creation "For more efficient meetings" (timing, expected role of each guest, minutes template, ...)

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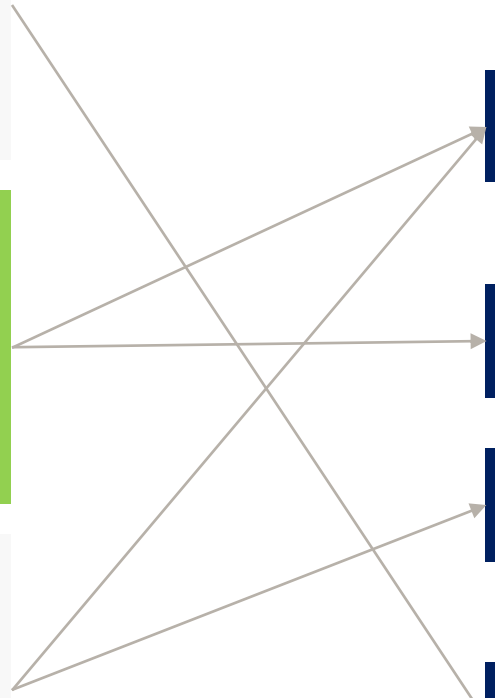

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Marion measures actions impact two surveys later

Team Apollo
Team index

7.1

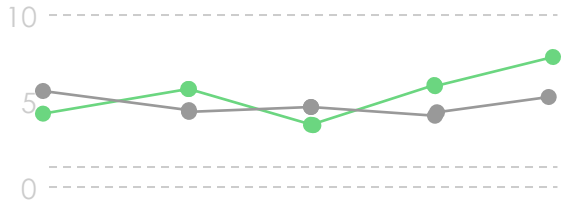
The team is aligned

+ 0.3pts above benchmark

The team is going from strength to strength. The work experience and team cohesion are clearly improving. Keep up the momentum while working on communication.

Evolution

+ 0.5pts



Impact

Program health is on the rise, meetings more efficient and management more present.

I feel the leadership is personally committed to team's success.

"Our site manager is much more present, and the "champion" who supports us brings us clarity. We're better structured."

7/10

Meetings are properly structured and efficiently managed to facilitate decision-making.

"I spend a lot less time in meetings, I feel that I am heard and can influence the decisions made. The approach is clear and I've really found my place within the program."

8/10

Video with a key user and a manager

- Improved information sharing
- Greater sense of belonging
- Clarified roles

Marion highlights the benefits Steerio has offered to the team

- **A more balanced relationship between stakeholders**
- **A better communication**
- **Improved information sharing and exchange**
- **Greater roles and objectives clarity**
- **More effective governance rituals and meetings**
- **A sense of belonging and greater ownership**
- **Empowered and proactive team, better dynamics**

> **In a project context** involving a **large number of stakeholders, Steerio** enabled us to highlight certain **shortcomings and issues** and to proactively capture **weak signals**. As a result, we were able to **proactively** improve the way we **worked and collaborated** within the program.

Marion, Transformation Director