

A CASE STUDY:

WASHING OUT

ULTRA TEAM DEVELOPMENT

LEADERSHIP COACHING
BUSINESS CONSULTING



EDWYN KUMAR, MARCH 31 2021

THE CLIENT: LEGACY PRODUCTIONS

- ▶ As a long standing producer of a creative IP (Intellectual Property), Legacy Productions had both a 25 year history and a reputation of high standards to uphold
- ▶ The main production team was having issues with executive leadership, a lack of vision, a curbing from standards, and had no structure on which to carry out their projects
- ▶ The team was fractured, and a senior manager who was offered a job at a new firm was taking the majority of the team with him to the new enterprise
- ▶ It was a wash out of **70%** of the team in three weeks and threatened the business operations and viability

TEAM META ANALYSIS + ONE ON ONES

- ▶ Ultra Team Development performed a Team Meta Analysis to get a pulse on the business
- ▶ One on ones were held with each person, including those who were leaving
- ▶ Due to the critical timeline, there was no time to perform Personal Profile Analyses or other psychometric reports
- ▶ Instead, Edwyn sat down with each person to get their insights into what was causing the implosion and the retention issues for the team





- ▶ By talking to each person, Edwyn was able to ascertain what the major concerns were
- ▶ Some themes started to form from each discussion
- ▶ All the team members were open to discussion, as they were either staying and wanted to see some solutions, or they were leaving and wanted to share their grievances

ONE ON ONES

- ▶ One on ones were personal and private. No third party observers aside from the employee and Edwyn
- ▶ Notes were taken, but no recording equipment or video was used to ensure candid sharing of thoughts and feelings



- ▶ The majority of the team felt there was a clear lack of leadership and direction
- ▶ Most of the team felt that they (as individuals) did not matter to the operation and that they were simply filling a role
- ▶ All the staff that were leaving *initially* stated that they were motivated by monetary gains
- ▶ However on further investigation, most were going to make *less* money annually, even though they were offered higher wages per hour by the competitor

OBSERVATIONS

- ▶ Edwyn asked each employee and manager a set of three key questions
 - ▶ The answer to each of these questions allowed for a strategy to be made to address their communicated concerns
- ▶ More than half of those who were leaving asked for a wage matching offer

ADDRESSING OF CORE ISSUES

- ▶ Information gained from each individual contributor created a list of over twenty issues
- ▶ Of these issues, a pattern consolidated and a set of SIX major core issues were determined
- ▶ Three of the core issues could be dealt with and had solutions that could be implemented within FIVE days
- ▶ The remaining three core issues were placed into separate projects; the shortest of which took just over a month, and longest project that required six months of work

FINAL CONCLUSION

FOLLOW UPS & OUTCOMES

- ▶ For those who were staying, their core concerns were addressed, and solved with both immediate action, and the combined efforts of the team working together
- ▶ A new onboarding system was implemented: an updated organizational structure, new contracts, and leadership development for the executive team via Personal Profile Analysis (PPA) and weekly one on ones
- ▶ Under advisement by Edwyn, none of the wage match requests were met by the business
- ▶ Each of the team members who had already decided to leave did so
 - ▶ This is a core philosophy of Ultra Team Development: "Don't match counter offers for staff who want to leave."
- ▶ Legacy Productions had ZERO turn over in the following 32 months and maintained a 100% retention result for two and a half years

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