



HunterRockhold

## Case Study: **Building a Team**

Clarified roles, improved collaboration for global sales team

*“Barbara’s facilitation of our team building was a giant leap from where we started—and we can foresee better things to come as a team.”*

Marketing Unit Head for  
Latin America, Mobile  
Communications Company

### **Client Situation**

The international sales force for a global mobile communications company was not working as a team. Group members did not share information with one another, there was unhealthy competition between team members, and conversations were sometimes hostile and attacking. The **work environment was highly negative**—a fatal flaw for a sales organization—with little cooperation, collaboration, or enjoyment.

### **Approach**

Barbara met individually with each of the team members to gain insights into their issues and concerns. Based on her assessment of the team’s needs, she planned and facilitated a **series of face-to-face meetings with crisp, focused agendas** that were designed to (1) establish team ownership of outcomes; (2) help the team learn how to talk about what was important in a way that opened dialogue instead of making others defensive and angry; (3) clarify roles, responsibilities and expectations, so that team members knew what they could count on from each other; and (4) establish an environment where team members could supportively hold one another accountable without blame.

### **Results**

An *esprit de corps* was created as the team established a track record of success in how they worked together, building enthusiasm and a willingness to tackle challenges together. The team has a **new-found confidence in their ability to hit sales quotas** and thrive as an organization, leading to increased revenues and profitability.

### **About Barbara Hunter**

Barbara Hunter is an executive coach and organizational development consultant whose business insight and engaging style have combined to create sustainable change in individuals, teams and organizations for over 20 years. Her clients range from small regional businesses to global companies. These companies include a wide range of industries—pharmaceuticals and research, education, computer networking and telecommunications, automotive, and utilities. For more information, visit [www.hunterrockhold.com](http://www.hunterrockhold.com).

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