



THE BATES LTPI™

A NEW ERA FOR EOS:
USING THE BATES LTPI™ TO DEVELOP HIGH PERFORMING TEAMS

The Bates LTPI™

The importance of having high performing teams isn't new. What has changed in just a few years' time is the definition of a high performing team. And that's because of what is required of teams today. They must work at the speed of change, manage frequent disruption, and try to stay ahead of the pace of advancing technology. Teams that find a way to do this make their companies competitive.

All of this is hard. Team failures are costly, and internal factors are often a big part of the problem. In a recent study (Harvard Business Review, 2016) executives estimated that their companies lost an average of over \$10 million per year because teams were avoiding conflict, lacked the curiosity to learn from others, or fell victim to analysis paralysis.

That is where the Bates LTPI™ (Leadership Team Performance Index) comes in. This new model and assessment provides teams and their leaders keen insights into the behaviors essential to high performing teams.

The LTPI™ Assessment doesn't measure tendencies, but team behaviors, providing feedback to the team on **3 dimensions – Culture, Credibility, and Collaboration – 15 facets and 90 items** to see if their actions help or hinder performance (as shown in Figure 1 on page 7 below). You might think of it as how the team is "showing up." The team feedback report is delivered in a briefing where we interpret the findings with the team, facilitate discussion about the impact, and determine changes the team needs to make to achieve great outcomes.

Using the Bates LTPI™ to Develop High Performing Teams

To bring the power of the model to life, let's examine the case of the EOS Division Leadership Team, just one real-world example of a leadership team trying to deliver on high stakes goals and navigate the complexity of working together as a team in an organization facing a massive and game-changing transformation. As you will see, despite their long-time loyalty, experience, and deep industry and functional knowledge, their team dynamics and behaviors were creating a real risk of failure to deliver on their charge. The President knew that she had to take dramatic action to turn the team around and deliver the results the enterprise was counting on.

The EOS Division Leadership Team

Hyperion, a 100+ year old manufacturing company, had decided to invest in a multi-billion-dollar enterprise-wide infrastructure upgrade to drive growth and remain competitive. This bold expansion meant both restructuring the organization and retooling how teams worked together. An established, cross-functional team, the EOS Division Leadership Team was charged with spearheading this change.

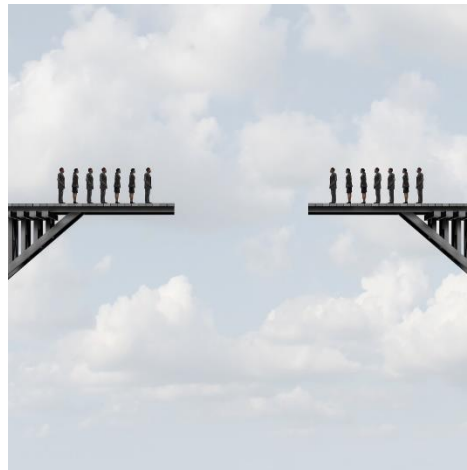
The leadership team members, most of whom were long-tenured engineers with deep functional expertise, faced challenges due to a rigid hierarchy, historically impenetrable silos, and lack of cross-functional communication. Mary Carter, the Division's President, recognized that to deliver, her leadership team would need to dramatically change how they operated and how they communicated with the teams below them, and they would have to do it quickly to meet the implementation deadline.

I. Business Imperatives – The EOS Division Leadership Team was facing the business challenge of executing one of the largest infrastructure upgrade initiatives the company had ever attempted, in order to ensure a competitive future for the enterprise.

The big goal. Build a new plant, quickly, while simultaneously driving continuous improvement across the organization.

What stood in the way. The scale of the program and speed of implementation meant that the team members had to:

- ✓ Find a way to rapidly **overcome their deeply embedded, siloed ways** of leading and their distrust of one another's expertise.
- ✓ **Collaborate and communicate** much more extensively.
- ✓ Reach down in the organization and **bring their teams along** with them on the journey.
- ✓ **Rebuild the trust of the organization**, which based on the leadership team's well-known past behavior, didn't have confidence that the team was up to the job.



Moving beyond "business as usual." Up until this point, the leaders were able to get along just fine staying in their silos. They had clear roles and responsibilities. They were well organized for a steady state, managing a "business as usual" organization.

However, Mary's forward-focused view on what it would take for the business unit to deliver enabled her to see that when it came time to add in the complicating factor of the huge capital program and the corresponding requirement for resource shifts and activity coordination across silos and functional areas, the old way of working wouldn't suffice. And more importantly, **the new plant was going to require that they work differently on a permanent basis once it was operational**, not just in bringing it online.

Modeling the change at the top. Mary made one additional strategic decision in transforming her business unit’s leadership and its trajectory for success. Initially she had planned to do development work with the direct reports to her leadership team, to address the constant in-fighting and siloed behavior within those teams. But upon reflection, she agreed to work with the leadership team first, because it was clear that the next level down would be skeptical of the organization’s commitment to any real change if the leadership team were not exemplifying that change themselves.

II. Profiling Success – In advance of the in-person workshop, Mary and the leadership team went through the LTPI™. They asked several colleagues within the organization to rate them as well.

Culture	Credibility	Collaboration
Candor	Enterprise Focus	Commitment
Trust	Courage	Coordination
Support	Resilience	Belonging
Both/And Thinking	Awareness	Communication
Curiosity	Shared Vision	Decision Savvy

In the room, the first order of business was to **talk about the business challenges confronting them and develop a “profile of success” for the team to deliver on their business imperatives.** The team walked through the 15 facets of the LTPI™ and identified those facets on which they need to excel to deliver on the new plant, at the scale and pace required. As shown in the chart above, they identified strengths in Candor, Courage, Communication, Trust, and Awareness as key to pulling off the massive project.

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III. Development Themes –

To get at the heart of what was holding them back (in red) – and what they could build on (in green), we revealed the results of the LTPI™ assessment, and compared those results to the facets the team had agreed were key to their success.

(See the chart above).

The results revealed that several team performance qualities they had identified as critical to success were the ones on which they gave themselves low scores. People agreed that the qualities of Curiosity, Belonging and Decision Savvy were weaker areas for this team. At the same time, the results uncovered the team performance qualities that represented strengths on which they could build to overcome the gaps.

Together we mapped out a plan to address the **development themes** for the team to work on immediately: **1) Curiosity** and **2) Belonging**. We outlined a next phase to build on **key strengths** to accelerate progress: **1) Resilience, 2) Enterprise Focus** and **3) Commitment**.

IV. Actions Taken – The leadership team, energized by their insights, first began to tackle their challenges around Candor, Trust and Communication.

Actions	What they did	How it helped
Focus on frequency	They took the step to significantly increase the frequency of regularly scheduled communications, 1. Among themselves AND 2. From the team out to the organization	The discipline helped to: <ul style="list-style-type: none"> ▪ advance the collective thinking ▪ increase trust in each other about what they were each working on, and why The transparency: <ul style="list-style-type: none"> ▪ reduced suspicion ▪ removed the sense the team had of hidden agendas from across the organization The increased frequency: <ul style="list-style-type: none"> ▪ provided more opportunity to solicit input and ideas from a broader set of stakeholders before decisions were made
Communicate differently	They took the formerly unthinkable action of scheduling regular dinners with each other as a way of consciously spending time to get to know each other better and build relationships outside of a business environment.	They were able to: <ul style="list-style-type: none"> ▪ gain a deeper sense of their colleagues’ unique skills and strengths ▪ talk about business in a different way This made them: <ul style="list-style-type: none"> ▪ less likely to shut down debate and the opinions of others at the next team meeting ▪ more likely to act with each other’s interests in mind
Communicate as one	They focused on communicating in pairs. Rather than each of the division leaders communicating only to their own teams, they agreed to partner with another leader for communication that would go out to both of their teams.	This very effectively served to: <ul style="list-style-type: none"> ▪ reinforce their shared purpose ▪ demonstrate their alignment to the rest of the organization. ▪ foster more learning and innovation within the levels below them, as the teams regularly learned about other functions and divisions in ways they had never had the opportunity to do

After they began to get traction in these areas, the leadership team worked to leverage their advantage of Shared Vision and Enterprise Focus.

Actions	What they did	How it helped
Learn to make better decisions	They learned how to conduct collaborative problem-solving exercises as a team	They were able to: <ul style="list-style-type: none"> more effectively practice Both/And Thinking and Decision Savvy improve the quality and efficiency of decisions
Increase accountability for themselves and each other	They clarified their decision and governance accountabilities	They were able to: <ul style="list-style-type: none"> take advantage of and reinforce their mutual increased trust and ability to communicate more openly gain more trust from the rest of the organization as their growth in this area became visible to the enterprise

V. Impacts and Outcomes

Cultural Impacts

The impacts on the culture of the organization were almost immediate and were dramatic.

- **Communications improved** across the enterprise, **and siloed behavior decreased** notably – not only at the leadership team level but throughout the organization.
- The **infighting** behaviors between the leadership team’s direct reports **disappeared** because they saw the leadership team was demonstrating shared purpose; respecting each other’s decisions; and communicating in an aligned way.
- The direct reports **ceased their political maneuvering** as they realized they could no longer play one member of the leadership team against another.

Business Impacts

The impacts on the business were also more rapid and significant than Mary or her team expected.

- The leadership team went **from a place of serious concern** about being able **to execute the project on time** and mobilize to **spend the capital investment at an unprecedented pace**, to where they were able to initiate an expanded plant project well beyond the original scope and to execute this ahead of schedule.
- And not only were they ahead of schedule and favorable to budget, they were **able to take on a second capital**

project in parallel that would bring a new technology online for them, an investment that had the potential to leapfrog their competitors' existing products.

- They were able to do that because they were able to **establish their credibility in executing major projects** and create the confidence that they could take on this additional challenge too.

VI. Taking Action with the LTPI™

As the example of the EOS Division Leadership team demonstrates, the LTPI™ shines a light on the team's collective strengths and gaps, in real time, with the goal of interpreting that data in context with the team's mission, goals and challenges. Through the data, the LTPI™ creates new conversations for teams that are striving to understand how to perform at their best. The spotlight on behaviors versus intentions paves the path for working together in a different way, as well as creating shared purpose and alignment. The group discovers its blind spots and constructively looks at issues the team may not have previously tackled. If the team falls short of its objectives from time to time, it has new language for talking about it. The team can then examine how it wants to change or dial up certain qualities, to achieve high performance.

The story of EOS also highlights the broad range of challenges a team can address by gaining the group's perspective on its own performance. Through the breadth of the qualities measured, and the contextual link to the business goals and challenges, the LTPI™ has the facility and flexibility to help any team, at any stage in its development, tackle any type of challenge, and achieve its potential. It provides a platform for success for a newly formed team; a team with new leadership, new members, a new mandate; a team driving change and transformation; even a well-established, long-time team looking to refine and reinforce its mutual success.

To learn more about the Bates LTPI™, click [here](#).

Figure 1. The Bates Leadership Team Performance Index

An overview of the Bates LTPI™ is provided below. Based on the latest, forward-thinking, globally-sourced research on high performing teams, the Bates LTPI™ looks at a team as a unit that exists for a common purpose and must coordinate to accomplish its goals. The assessment is designed for all types of teams – executive leadership, business or function, cross-functional, project, M&A, and teams formed to accomplish a specific initiative. The team looks at itself, as a group, through the lens of a multi-rater survey (360) where each team member evaluates the team “as a whole.” The team and members can evaluate themselves only, or they can expand the view, by inviting stakeholders – a board, executive group, teams they work with, senior executives, customers, or others – to “look in” and evaluate them, as well.

We developed the LTPI™ to look at the team itself because the effectiveness of a team cannot be fully understood only through assessment of individuals on that team, though this is often the method used. The LTPI™ does not evaluate preferences or personalities of individual members. The underlying philosophy is that a *team is not a sum of the individuals, but a sum of how they behave together.*

Dimensions of Team Performance

Culture	Credibility	Collaboration
Candor Open, sincere (direct, honest)	Enterprise Focus Business-focused, future-oriented	Commitment Engaged, passionate
Trust Dependable, ethical	Courage Decisive, challenging	Coordination Connected, accountable
Support Caring, sharing	Resilience Agile, resolute	Belonging Embracing of individual differences
Both/And Thinking Manages opposing views	Awareness Attuned, attentive	Communication Focused on mutual understanding
Curiosity Inquisitive, humble	Shared Vision Purposeful, aligned	Decision Savvy Disciplined problem solvers