



WALK THE TALK:

CASE STUDIES FROM THE
BULLZI KNOWLEDGE ARCHIVES

About Bullzi:

Bullzi is in the business keeping organisation machineries humming at optimum levels.
To know more about Bullzi, visit www.bullz-inc.com or mail at sanjeev@bullz-inc.com

Case Study 3:

HIRED AS ENTREPRENEURS...ASKED TO WORK AS TEAMS

PROBLEM

A global funding agency for the social sector was in its 25th year of existence. It had chosen that year to redefine its vision to be more in tune with the changing world. Its earlier organization was designed around 'verticals' each run by strongly committed, highly entrepreneurial individuals who worked independently

The new vision required these individuals to work together a lot more closely. The verticals approach had changed to a 'mosaic'- loose coalitions that keep forming around projects and ideas that ran across all the verticals.

The entrepreneurial skills, independent decision making ability and strong domain expertise resulted in

- 'turf wars',
- clash of personalities,
- mistrust and
- a complete breakdown of communication.

PROCESS

Identification of issues through detailed interaction

- Individuals had 'heard' but not understood or internalised the new vision
- They did not realise the changes that each of them had to make to realise the new vision
- Coalition building and project management skills were also not optimum

Design of interventions

- Bullzi designed a programme to help the group first understand the vision completely and then establish 'norms' for communication, coalition forming and project leadership.
- The programme had to be extended by a day as the team had not reached consensus and the facilitator was clear that there would be no going back without an agreed action plan.

OUTCOME



The group embarked on a highly ambitious series of activities with different project teams and leaders from amongst peers.



In the next year, the organisation undertook another change step as they embarked on an ambitious programme of building a brand, lead largely by brand experience.



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