

A New Dynamic for a New HR Team

ABOUT EMBRACON

Embracon is a leading financial services firm established in 1988 in Brazil. The company slogan “Because Dreaming Has No Limits” is perfectly illustrated in what the company looks like today: 3,000 employees, 600 business partners, 90 branches and more than 500,000 happy customers.

And it's not only the business results that stand out: for the last 15 years, Embracon has been amongst the 100 best companies to work for in Brazil (Great Place to Work).

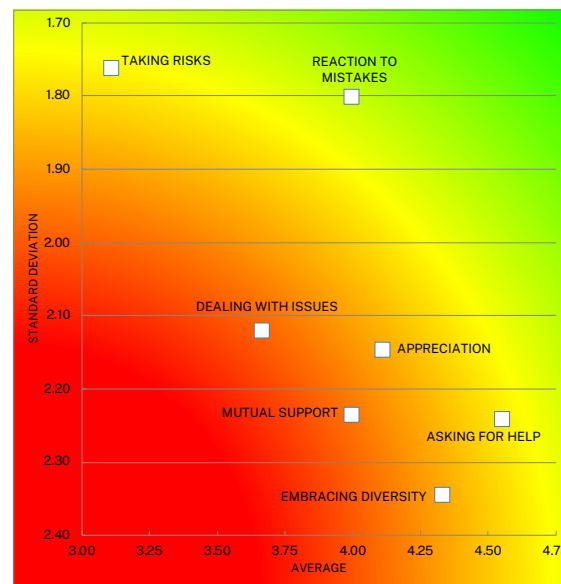
LOOKING FOR INNOVATION

The HR team kicked off the project in March 2022 with as main objective to better implement the company's innovation strategy. Although Embracon is widely recognized as a Great Place to Work, the HR team realized that in order to reach new levels, it was important to look at the team and understand the obstacles to delivering more sustainable and innovative results. The team was comprised of nine members: HR Director Leader, Business Partner,

Personnel Department Manager, Attraction and People Development Manager and HR Specialist.

THE SURVEY

The three-month program was comprised of six sessions. The first was a kick-off session to introduce the concept of team psychological safety and to invite the team members themselves to craft the three open-ended questions that are part of the TEAM.AS.ONE survey.



The nine team members completed the anonymous survey online in March 2022 in Portuguese (the survey and report are available in multiple languages).

The Embracon HR team's traffic light chart shows where each of the seven elements of Team Psychological Safety is plotted in the red zone (low results and high disagreement), the green zone (high results and strong alignment) or the orange zone (in between).

In addition to the graph, the answers to the open-ended questions illustrated how team members perceived the team dynamics. The main issue of a lack of honest conversations was clear:

Afraid of what will happen after the conversations happen, if they happen. I feel like a lot of things happen in parallel, giving the feeling that things are happening behind the scenes without the key person being involved.

It is possible to speak individually, but not with everyone. In the group, everything is more vetoed, because if I say something, I'm not sure that the others involved will complement it.

CASE STUDY

TEAM.AS.ONE TEAM PSYCHOLOGICAL SAFETY CERTIFIED PRACTITIONER

THE PROGRAM

In the second session, the team discovered the results of the TEAM.AS.ONE survey and reflected as a group on what they perceived from the report, what stood out and what patterns they saw.

Sessions three and four helped the team to explore in practical ways how to work on vulnerability, connections, appreciation as well as self-leadership, self-responsibility and taking risks.

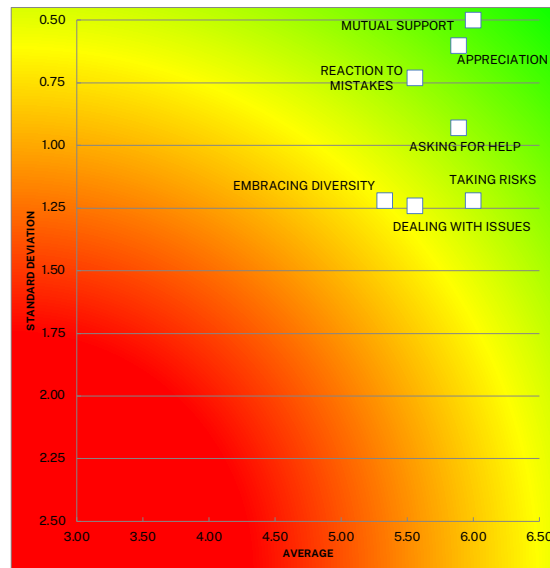
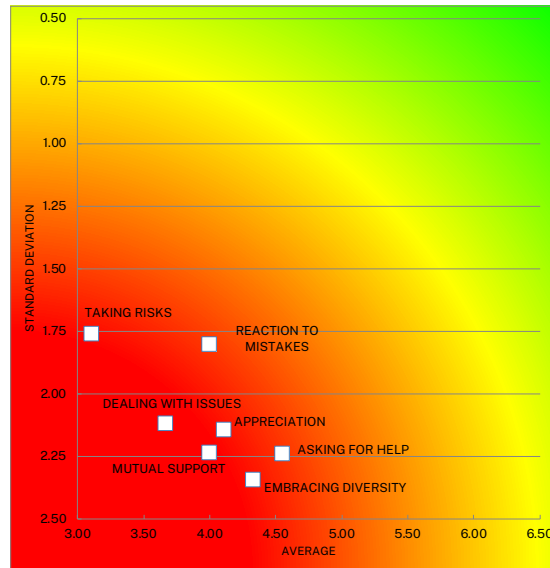
In session five, the team used the WIAL Action Learning methodology to solve a complex problem while learning – about themselves as a team – at the same time. After this session, the follow up TEAM.AS.ONE survey was sent out.

In the final session, the team discovered the follow-up assessment, identified continued actions and closed with an activity called “What I need from you” to embed the newly developed mutual commitment between team members.

DIRECT BENEFITS

After the program, team members shared very positive feedback about the process and agreed that overall the team was “lighter” and more aware of the potential of the entire group. This came from an increased understanding of each member’s profile, respect for differences, and awareness about how each member’s talent could be positive for the team.

And this progress was visible in the follow up TEAM.AS.ONE Team Psychological



Safety survey. The survey results changed a lot (August 2022 on top and November 2022 at the bottom): plotting the survey results on the same scales for average and standard deviation shows the significant improvement.

SUSTAINED RESULTS

The main gain highlighted by the team, which resonates to this day two years after the program ended, is the strength of agreements, courageous discussion and respectful listening. The team revisits and renews these agreements regularly. The team has a very consistent performance, and has considerably improved the innovation indicators.

Maybe the best way to conclude is how HR Director Brenda Endo Donato summarized the project:

It was sooooo good! We really enjoyed the meetings and the techniques you used; your program was excellent and critical to our development! All very good!

I see another team!