

Improving Collaboration in a Manufacturing Leadership Team

ABOUT THE TEAM

The leadership team in the mechanical component industry faced a challenge. Results from a company-wide satisfaction survey were disappointing, prompting the factory director to seek help. The goal was twofold: improve collaboration among the 10 team members and identify concrete actions to address the issues highlighted by the survey.

BUILDING CONNECTIONS WITH BELBIN® TEAM ROLES

To start, the facilitator introduced the Belbin® Team Roles assessment, giving each team member insights into their preferred working styles. This was followed by a one-day workshop to debrief the results. Through this session, the team gained a clearer understanding of one



another, laying the foundation for shared leadership.

THE ASSESSMENT

Before launching the program, a psychological safety assessment was conducted using the TEAM.AS.ONE framework. The initial results showed an overall score of 4.83 (on a 7-point scale) with a standard deviation of 1.76. These findings set the baseline for measuring progress throughout the program.

THE PROGRAM: TURNING INSIGHT INTO ACTION

Improving team psychological safety wasn't the direct focus of the program; in fact, it was not even mentioned. Instead, the team centered its efforts on tackling the survey results. Over three months, the team participated in four half-day Action Learning sessions.

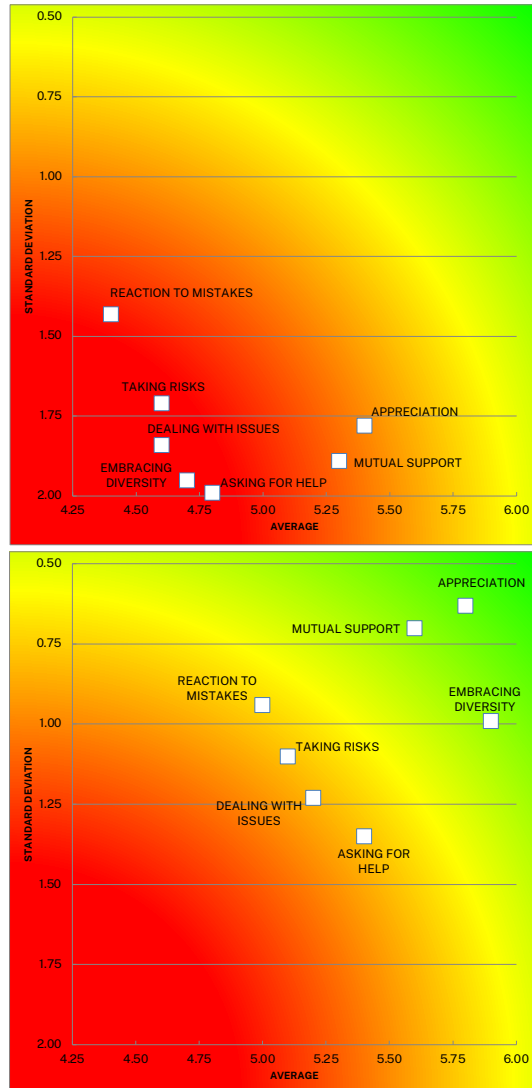
A common pitfall after receiving survey results is to jump straight into solutions. However, the team took a different approach. The first step in the Action Learning methodology is to find out what

the real problem is. The team dedicated significant time to identifying the root causes, carefully distinguishing real problems from superficial symptoms.

Once the team had a solid agreement on what the root problems are, they worked in pairs and triads to develop action plans. Each plan was assessed for its potential impact and feasibility and then shared with the larger team. Finally, the team voted collectively on the actions to move forward, presenting a unified proposal to the factory director for implementation.

WHAT	WHY	HOW	IMPACT (1, 2, 3)	DIFFICULTY (1, 2, 3)
What action do you propose (what takes to improve on the problem)?	What is the reason you propose this? This should be based on the observations in the sessions, OR based on the actions you or others took between sessions... IT SHOULD NOT BE BASED ON YOUR OWN FEELINGS!!	What would be the main way or the steps to implement this action?	Will this impact the overall issue? (1) or only a small extent (2) or average (3) or will this have a very high impact (4)?	Is this action very easy, quick or cheap (1) or average (2) or rather difficult, complicated, using new equipment (3)?
Annual award ceremony (Best 5%, cost-saving project, 5FY improvement %, etc.)	To improve employee recognition & celebrate success	- Identify award categories and criteria - Communicate to employees - Give an award regularly	2	2
Succession and development plan creation	To develop and retain employees with good performance	- Identify critical positions - Identify potential successors - Create a development plan	2	2
Training, workshop plan creation and tracking	To support career development	- Create a skill matrix - Identify gaps - Develop training plan with KPIs	3	2
Process improvement	To improve the company environment	- Install outside ALCs at the context - ...	1	1

CASE STUDY
TEAM.AS.ONE TEAM PSYCHOLOGICAL SAFETY CERTIFIED PRACTITIONER



LEARNING TOGETHER, GROWING STRONGER

In addition to shaping the action plan, a key objective was to strengthen the team itself so it could deal with future challenges more effectively. Action Learning emphasizes team learning at all stages. After each session, members reflected not only on the problem but also on what they had learned about each other and the team as a whole. Insights from the Belbin® workshop were revisited throughout the process, further reinforcing collaboration.

The act of solving meaningful problems together and sharing personal growth experiences created a significant shift in the team dynamic. Team psychological safety improved noticeably. Three months after the initial assessment, the overall score increased from 4.83 to 5.43, with the standard deviation dropping from 1.76 to 1.03, signaling stronger alignment among team members.

REAL RESULTS, REAL CHANGE

When comparing results on the same scale, the improvements were clear. More members agreed with the survey elements,

and alignment across the team grew stronger. The traffic light chart displayed these positive shifts.

One key realization was that some challenges require more than just assigning responsibility to a single person; they demand collective effort and ownership. This shift in mindset transformed how the team approached problem-solving.

For some issues, we need to work together to solve them, not just assigning to someone who is responsible, but work as a team to find the way forward together

A STRONGER TEAM READY FOR THE FUTURE

Building a strong team doesn't happen in isolation; it happens through meaningful work. Tackling employee satisfaction had often been seen as HR's responsibility. This time, the leadership team took ownership, creating a joint action plan that wasn't just a task but a shared mission.