

What are Energy Projects?

Energy projects capture the highest potential of a leadership group by focusing on the pressing issues and resolving them in a high powered concentrated effort. Competence and effectiveness of the leadership team are enhanced while pressing agendas are resolved simultaneously.

How do Energy Projects work?

- The team produces a list of relevant issues that ought to be resolved to improve the business situation significantly.
- In a facilitated process the team then decides the issues to work on.
- The leadership group forms task forces which each target one issue. Each task force team is responsible for creating and implementing a sustainable solution, securing the agreement of the entire leadership group. Selected employees might join the teams.

Guidelines for the project teams need to be agreed:

- Top managers challenge their team and its members, creating a sense of urgency and asking for improved performance.
- They combine the challenge with supporting and coaching – but do not accept excuses and always press for results.
- The groups communicate candidly, staying focused, confronting each other and identifying barriers to genuine cooperation while working on their business agenda.
- Top management and their teams agree a leadership culture whose key elements are: analyzing business in a strategic context, identifying leadership activities with highest impact, producing creative solutions and implementing them with lasting results.

In their collaborative process the boss and the entire leadership group overcome the obstacles of mediocre performance and transform themselves into a genuine high performance team.



What is the role of the external or internal consultant in this approach?

The consultant assists the leaders and the entire team to stay focused on two levels: the task and the process (of taking decisions, solving problems and conflicts etc.) The consultant facilitates creative solutions of complex issues and conflicts where required. She/he identifies productive behaviors and ideas that are inherent in the team and helps to consistently integrate these activities in the project work. Unproductive loops and gaps in the team's style are also acknowledged and improved.

The consultants main approach is to coach individuals and the whole team for a higher level of performance: working issues out together, using each other's contributions, challenging and supporting each other. In this process the team will achieve a lasting high performance capability whilst producing and implementing strategic improvements for the business.

In DISCOVERY we have several experts who frequently facilitate Energy Projects. Please contact gerd.hofielen@discovery-consult.com to discuss your challenges and intentions.