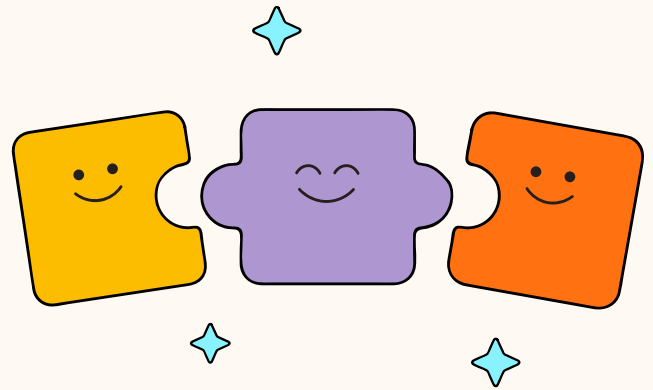## CASE STUDY

Case Study: Enhancing Trust, Collaboration, and Purpose at CGI

A 6-month-long learning journey to enhance trust, collaboration and purpose amongst 200+ senior leaders

About the Client

Founded in 1976, CGI is among the largest IT and business consulting services firms globally. With operations across 21 industries and 400 locations worldwide, CGI offers comprehensive, scalable, and sustainable IT and business consulting services.

Background

In 2023, CGI participated in the "Great Places To Work Trust survey." The survey's results provided valuable insights into employee sentiment, highlighting areas for growth in trust, collaboration, and sense of purpose.

The L&D team wanted to work on increasing the trust index within the team that would help with better collaboration between the teams and show a tangible impact to business.

Solution and Execution

After understanding CGI's specific challenges, FocusU designed a customized 6-month blended learning intervention titled "Building Unbreakable Teams." This program targeted 230 Managers, Directors and VPs, equipping them with the necessary skills and knowledge to foster trust, collaboration, and a shared sense of purpose within their teams.

The intervention employed a blended learning approach, incorporating diverse methods to cater to different learning styles and maximize engagement. Here are the four key components of the program:
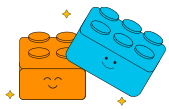
4-hour in-person Lego Serious Play (LSP) Workshop

Objective: Develop a shared purpose for the upcoming financial year aligned with the organization's broader goals.

Methodology: Participants used lego bricks to build models representing their current situation and future shared purpose. The LSP methodology helps create a safe environment for participants to talk freely and openly using the models they build, that represent their thoughts and concerns.

This process facilitated open dialogue and team cohesion, strengthening inter- and intra-business unit collaboration, promoting a seamless flow of information, and emphasizing the need to interact with remote-based and office-based managers with equality.

Details:

- The workshop began with exercises to familiarize participants with the LSP methodology, emphasizing that the meaning behind the models was more important than their appearance.

- Participants built models to represent their current situation and shared these with the group, fostering a deeper understanding of each other's challenges.

- Teams then answered three key questions by building models that led to a shared purpose and action plan:

  1. How does the contribution of this team impact others in the organization?

  2. How might we build a more trustful environment between different teams in CME, especially in a hybrid environment?

  3. How can this team collaborate to optimize operations, build efficiencies, and drive innovation to deliver value to the client and CGI

Impact:

- It took a little time but each team presented and talked about the current situation (not solutions at this stage). A lot of questions flew back and forth after every presentation and for a lot of the participants, hearing the struggles other team members were going through was quite a revelation. This sharing, using the LSP methodology, became the foundation upon which the shared purpose was created and an action plan devised.

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2-month-long Microlearning Journey through a mobile application

Objective: Equip participants with tools to navigate the complexities of hybrid work environments and build high-performing teams.

Methodology: Over two months, participants engaged in self-paced learning through a mobile application, focusing on key concepts from Patrick Lencioni's "The Five Dysfunctions of a Team."

Details:

Key Learning Areas included:

- Johari Window and Psychological Safety for building trust

- Radical Candor and the Thomas Kilmann Conflict Mode Instrument for constructive conflict resolution

- Rules of Engagement and Wildly Important Goals to cultivate commitment and accountability

Impact:

- By delivering bite-sized gamified lessons on trust, conflict resolution, and accountability, the program solidified these critical building blocks for high-performing teams.

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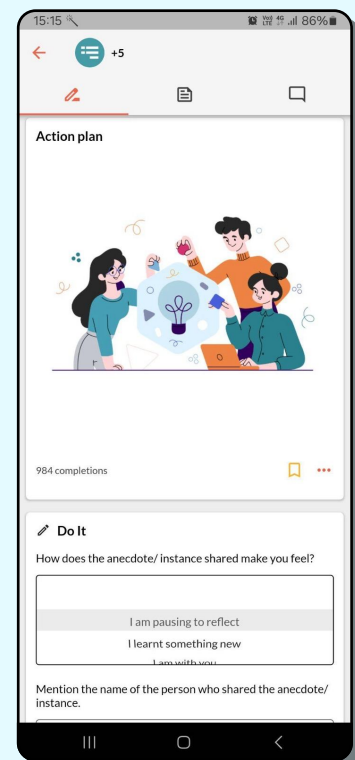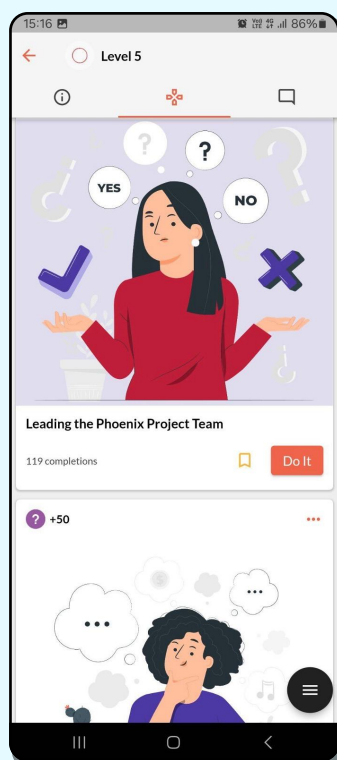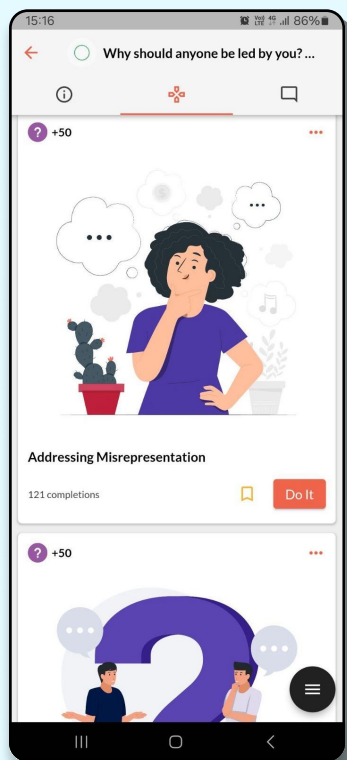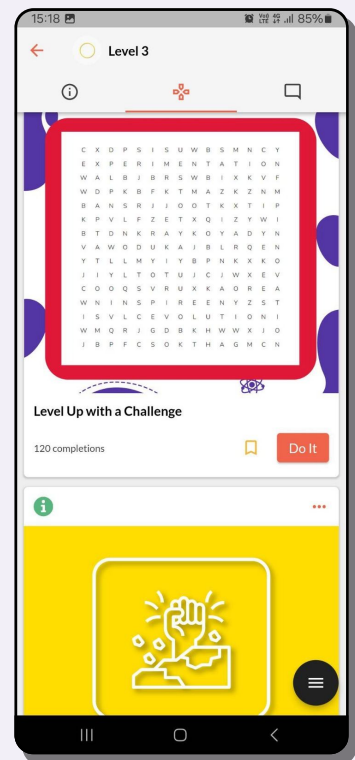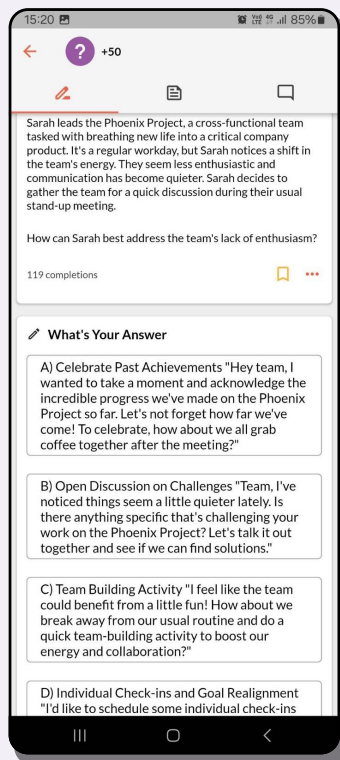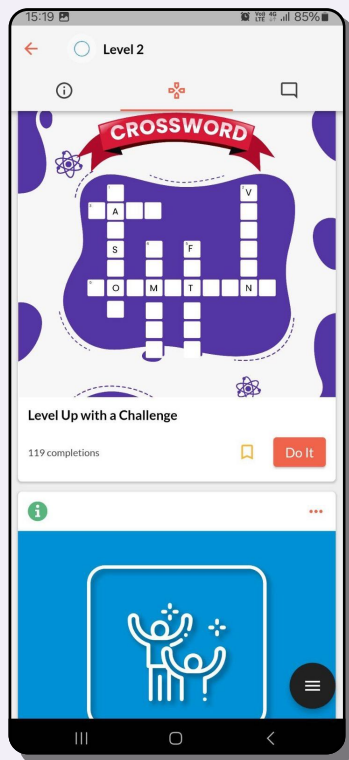
2-hour long Virtual, Gamified Workshop: Spin It To Win It!

Objective: Reinforce learnings from previous phases through social learning.
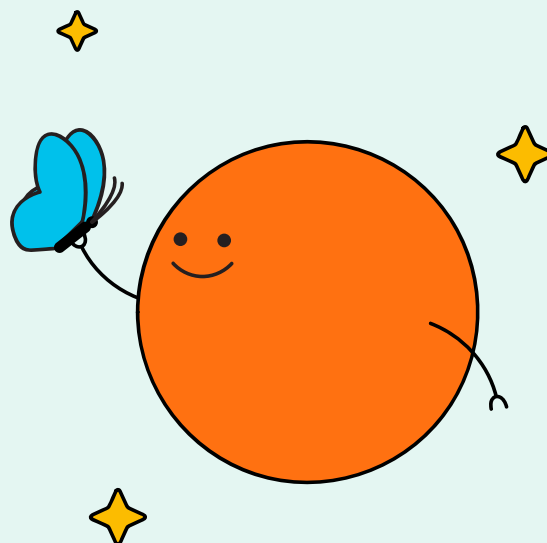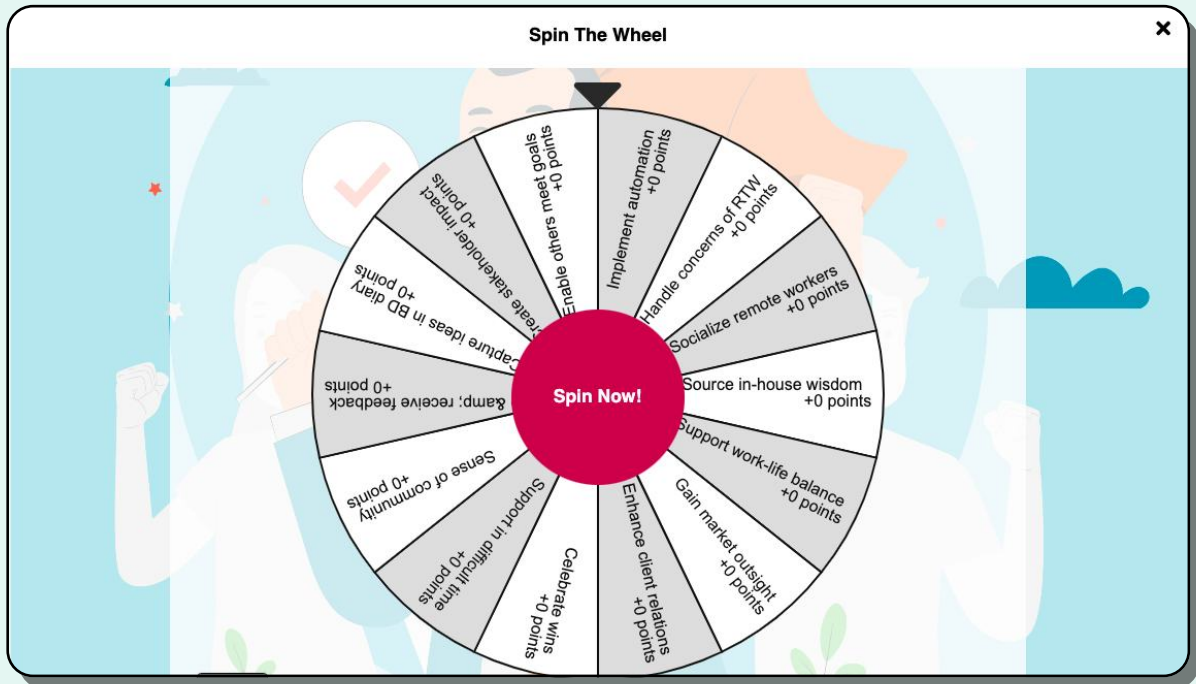
Methodology: This virtual workshop used the "spin the wheel" concept to present questions to participants prompting them to share personal anecdotes. Participants shared personal anecdotes about implementing learnings to influence team behavior, fostering knowledge exchange and reinforcing key concepts. The spin wheel brought in an element of chance and luck and with it a level of fun and excitement.

Details:

- The workshop involved smaller breakout rooms where participants sequentially shared personal anecdotes of how they have used the learnings from the previously conducted workshops to positively influence the behaviors of their team members.

- Outcomes from the Lego Serious Play workshop (i.e. outcomes that the participants stated they would work towards improving) formed the foundation for 14 questions for the spin wheel.

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Impact:

- Questions on the spin wheel prompted participants to reflect on their individual contributions to team development.

- Fellow participants noted valuable insights from shared anecdotes, promoting a culture of best practices and continuous improvement.

Spin The Wheel ✕

Enable others meet goals +0 points

Implement automation +0 points

Handle concerns of RTW +0 points

Socialize remote workers +0 points

Source in-house wisdom +0 points

Support work-life balance +0 points

Gain market outsight +0 points

Enhance client relations +0 points

Celebrate wins +0 points

Support in difficult time +0 points

Sense of community +0 points

& receive feedback +0 points

Capture ideas in BD diary +0 points

Create stakeholder impact +0 points

Spin Now!

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2-hour long Gamified Leadership Development Virtual Workshop: Why Should Anyone be Led by You?

Objective: Apply leadership principles through interactive problem-solving.

Methodology: This Olympic-themed virtual workshop involved solving case studies related to the "Five Practices of Exemplary Leadership" in small groups. Participants unlocked new levels and gained insights into exemplary leadership practices.

Details:

- The workshop was designed as a competition with increasing complexity in case studies.

- Participants worked in breakout rooms, fostering discussions and reflections on real-world team dynamics.

- A facilitator debriefed the participants, paving the way forward for their leadership journey.

- This engaging activity not only tested their understanding of leadership principles but also encouraged healthy competition and collaboration.

Impact:

- Encouraged application of leadership principles through interactive problem-solving; Sparked discussions and reflection on real-world team dynamics.

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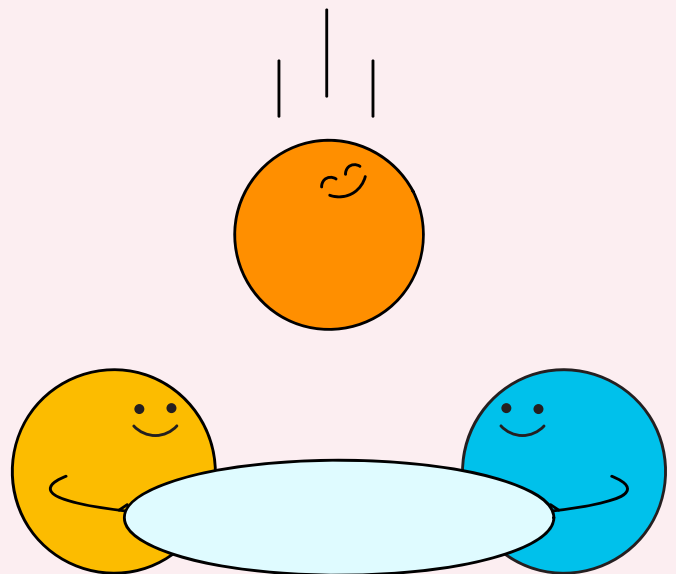
Impact

The "Building Unbreakable Teams" program yielded significant results:

Trust scores increased by **4.7%.**	Collaboration scores rose by **8.3%.**
Communication effectiveness improved by **6.9%.**	Sense of purpose and community within the organization increased by **12.2%.**

Participant feedback was overwhelmingly positive, with an average rating of 4.5 out of 5. Testimonials highlighted the program's effectiveness, especially its use of gamification, social learning elements, and the clear connection between learning content and real-world scenarios.

Testimonials:

> Summarizing things in a well-connected manner and presenting them in a way that can be correlated to our day-to-day activities makes this program amazing.

> This program is well designed to provide insights on team dysfunctions and how we can address them effectively as leaders.

> The Lego building session helped us learn the importance of leveraging individual strengths for team success.

> The gamified version of the last session was excellent. The workshop overall was very insightful and helpful for our day-to-day activities.

This case study showcases CGI's commitment to improving internal dynamics and the successful implementation of a comprehensive learning intervention to build high-performing teams.

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www.focusu.com