

# Team development within a national sales team

*In December 2010, the National Aftersales Team of VWCV (UK) won the Volkswagen Commercial Vehicles European Importer of the Year Award for being the best performing Aftersales team across Europe. The main reason cited was the dramatic increase in sales volume and productivity they had shown during the previous 12 months.*



## Background

In June 2009, the National Aftersales Team of VWCV (UK) embarked on a team development process that was aimed at aligning them to the organisational vision of 'Being the most admired van brand' in the UK. At the start of the process, the team consisted of a number of HQ and Field based operatives who did not work in an aligned and integrated manner; they operated as a set of individuals. Subsequently, their business performance was below expectation. The focus of the project was to align the team and generate greater business success.

## The impact of the change process

In the period January 2010–December 2010, the following results were recorded by the team:

- Growth in retail workshop hours was 117% based on previous year.
- Parts sale performance was 109% based on previous year.
- Aftersales profit was 113% based on previous year.
- Customer satisfaction increased by 1.2 percentage points against the previous year.

Using the High Performing Team evaluation process, the team were also to show an increase in team effectiveness from 58% in December 2008 to 79% in December 2010. Thus, it is interesting to note that a substantial increase in team performance coincided with a substantial increase of business results too.

*'We needed to raise the bar of our performance in a dramatic way. We realized this would not happen by doing more of the same. We needed to work smarter and not harder. The High Performing Team evaluation significantly helped us understand the strengths and areas of development we had as a team. Through this a more constructive action plan was agreed on and this put us on the path to success'*



**Paul Vissian**  
National Aftersales Manager (VWCV)

## ***How did the High Performing Team evaluation truly assist in this process?***

The use of the High Performing Team evaluation assisted in this process by:

- Ensuring that initial team development was focused on analyzing what the team was doing well and highlighting areas for improvement. It also helped create a focused action plan for the team.
- Helped focus interim workshops to link directly to the action plan so that a staged process of development could occur.
- Helping, as a framework, in the design and delivery of short workshops that helped create better understanding and working agreements with internal teams within VWCV.
- Providing the VWCV Aftersales management team accurate and valid management information throughout the process so that the actions they decided upon was done with full insight and understanding.