



Case Study:
Focused Coaching for
Executive Team.



How a teaming & coaching program
brought cohesiveness & alignment in an
environment of transformational change



The Client

Major national media organisation. Due to the confidential nature of our coaching engagements, we do not name our clients in case studies.

The Challenge

The organisation had been undergoing a significant restructure and transformational change process. This was designed to allow them to seek and deliver sustainable growth in non-traditional, new, and emerging digital markets, as well as maintaining its core business in its traditional markets.

The transformational change had created a number of challenges for their Finance department's senior executive team. Particular challenges were in terms of:

- Focus.
- Communications style(s).
- Stress of change.
- Career planning.
- The requirement to develop a stronger strategic approach.

Validity Group was briefed to add context, support, texture, and depth to the development of various members of the entire finance leadership team.

The financial leadership team was working under dramatically increasing pressures and deadlines, combined with ever-decreasing resources. In this high-pressure situation, resilience was ebbing and conversations and engagements becoming increasingly toxic. Breakdown in communication became increasingly evident; this impacted across the various financial teams and in turn, across the business overall.

In such an environment, there is high probability for open conflicts to erupt between team members, and a general feeling of lack of equity and fairness – resulting in the general perception that they are not being heard. Working long hours, with little positive feedback and unclear career objectives, can often result in either potential flight risk and the associated high costs, or a general sense of disengagement and lack of application to the tasks at hand.

This situation had significantly degenerated to a level akin to open warfare between groups, each supporting their own manager. A complete lack of co-operation severely impacted the company as sides were chosen and arguments occurred on a regular basis.



The Solution

Validity designed a solution that was all-encompassing across several layers of leadership. The solution was designed to deliver the following:

- Assist in diluting those areas of increasing emotional pressure.
- Allow for greater flow and ease of working engagements across the entire finance team and its leadership.
- Allow for the team to become increasingly strategic.
- Dramatically improve the departments relationships across the business.
- Provide a safe environment free of risk in which to share frustrations.
- Provide clarity and direction.
- Deliver a range of tools and abilities to cope through this period and into the future as the business continues to change while it responds to market pressures.

Teaming Exercise

To assist in this process, we conducted a teaming exercise to identify team strengths and development needs, as well as the key for growth and development. Each individual also gained clarity on work preferences and styles affected by their personality and the impact upon developing their career and the business.

Each participant identified their key areas of Self-Management, Behaviour Management, and Interactions, which resulted in the development of a Personal Strategy Map. We now had some real actionable development areas to focus on during the next stage of the program.

Individual Coaching

The individuals each participated in a focused coaching program with their dedicated coach. We carefully selected each coach based on their area of expertise and alignment to the requirements of the specific individual and program. Our experience in this process enables us to make those allocations correctly.

Each participant and coach met informally in advance to ensure they could work together. Aligning the right coach to each individual to build trust and rapport is one of the key components to the success of any of our coaching programs.

To meet with very exacting requirements, this was a highly customised engagement for each individual as well as the organisation overall.

The Results

Outcomes across all participants was measured by both the individuals and the business. It was particularly important in this engagement to measure the success across the teams led by these personnel, as well as those with whom they connected and interacted with across the business.



By every measure within the client organisation, this program was deemed to be highly successful. It delivered the behavioural change required, with the attendant benefits of the team members working cohesively, and supported the financial results and outcomes sought by the business.

Conflicts were removed and a renewed focus and level of co-operation was very noticeable, up to and including the CEO and members of the Board.

For more information, contact us at Validity Group today:

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