

Turnaround Through Unified Leadership

Client Success Story

Client Profile

A country Leadership Team of a global services enterprise, renowned for advancements in energy, water and urban planning sectors.

Challenge

In the face of declining performance and siloed accountability culture, the Leadership Team was tasked with overcoming consecutive year financial underperformance in the U.S. market. The objective was to double the business revenues within four years, with the aim of being the top global market for the corporation. To make this a reality, they sought our team of professional coaches to foster innovative team operations and synchronization within the leadership team.

Background

In a bid to diversify its revenue flow, the client with a global presence, ventured into the Northern American marketplaces via strategic acquisitions, creating a comprehensive network to serve North American clients. As national leadership took shape, accountability was divided regionally rather than as a single entity, leading to a decline in performance. Amid contrasting performances among regional businesses, overall enterprise growth goals were jeopardized by US market underachievement.

Approach

Our coaches adapted a systemic approach ensuring alignment across the global enterprise to uplift the U.S. business and add long-term value. To address the challenge, we established a renewed team charter and aided key stakeholders in inculcating a transformed approach to revive the U.S. business within a year's time. Our method involved:

- Team coaching for the 12-member country Leadership Team
- Executive coaching for the team's General Manager
- Personalized coaching for a leader of an underperforming region, and
- Coordinating with other coaches and organizational development consultants across global regions.

To reshape the country Leadership Team, we focused on fostering a unified leadership approach to bolster their performance. This led the members to look beyond individual regional consequences and promote growth collectively, prompting a shift from a siloed to an enterprise-focused mindset.

Specific actions involved

- Kickstarting the team coaching program with a TeamConnect 360 survey to gauge team performance,
- Charting a clear 4-year roadmap with markers and actionable steps,
- Orchestration of a new team charter emphasizing national collaboration in an international playing field, shared understanding, collective responsibility, and reward system,
- Inculcating a holistic understanding of each member's strengths to guide their growth trajectory,
- Rescheduling the team meeting process with an emphasis on quarterly face-to-face meetups and improved progress tracking,
- Cultivating a global mindset to help team members understand the impact of their success on their global counterparts.

Team coaching centered on bringing together the 12 members as a **collective leadership team** to address overall US performance, not just regional results, and to work collaboratively to help each region grow. Members had to adopt an enterprise-focused, "big hat" mindset and truly operate as a team rather than as a group of siloed individuals.

Impact

Our coaching approach with the team resulted in the following:

- Within 6 months, the country Leadership Team had turned around business performance and was globally recognized for its renewed vitality and confidence
- Within 9 months the global enterprise was recognizing the country as a key turn-around, becoming an example for other regions for the value of collective leadership and teamwork
- Within 12 months the country Leadership Team was confident of realizing its 4-year goal of doubling in size and becoming the #1 market for the global enterprise

"The team coaching has transformed how our US leadership team operates and enabled us to generate much higher business performance just in the last year alone. Team members have broken out of a siloed regional mindset and are able to drive the overall US business together, building value for our global enterprise."

US Executive General Manager