

CASE STUDY SUSTAINING HIGH PERFORMANCE WITH TEAM COACHING



To support one of the largest corporate turnarounds in British history



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Several years into the banking crisis, this executive board was exhausted and fractured. Morale was low and trust was impacted by emerging factional politics amidst negative media, immense government, public and shareholder pressure in VUCA financial markets. It was the perfect storm to derail them when the finishing line was in sight. Without alignment and focus, the final eighteen-month drive to complete the turnaround was at risk of failure.

Our coaching solution



Support and accountability over 18 months with quarterly in-person team coaching sessions, interspersed with 1:1 coaching for each board member to support resilience and leadership development.



Diagnostic interviews, psychometrics, and moments of truth to keep the team honest with themselves and each other and to accelerate rebuilding of trust, belief and energy.



Storytelling about their personal journeys to build deep authentic relationships. Storytelling as a board to the organisation to build trust in their progress.

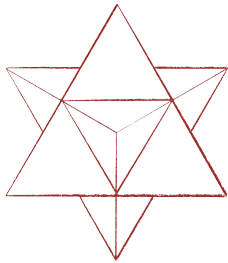


Align and build the strategy for collective success focused on 3 clear goals:
1. Return to profitability
2. Resolve fines
3. Restructure & Divest



Cascaded support with team coaching of functional teams of board members to lead the transformation and mirror the board coaching journey.

Our impact and success factors



Team Coaching

- Balanced approach of business and psychologically-based coaching to confront complex interpersonal issues whilst deep-diving into a labyrinth of business issues
- Rigour to achieve alignment and focus
- Consistent framework, tools and language, cascaded into the leadership of the organisation, for common way of working and communication



1:1 Executive Coaching

- Support at an individual level, to ensure resilience and leadership development throughout the turnaround
- Measurement to hold truth to power on progress and need to adapt

Outcomes

1. Q119 announced **return to profitability with £1.5 billion**

2. **Successful restructure** with robust vision and strategy

4. Government start **divestment of shareholding**

3. **Resolved negotiations** and **all fines paid**

