

## Collective Brilliance:

### A High Performing Executive Management Team



**Client Situation:** The Executive Management Team of a Japanese-owned nuclear power company needed to agree the kind of leadership required individually and collectively to meet the challenging schedules to build the UK's next nuclear power stations in a complex and highly regulated environment. More specifically to:

1. Agree a collective leadership approach, taking the best from what each of them brought from previous organisations
2. Increase their individual and collective leadership presence
3. Raise their levels of self awareness and impact on others
4. Improve their leadership impact and team effectiveness
5. Successfully lead the organization through a series of transition points during the rapid expansion and new build programme.

**Our Solution:** We focused in on how they used their meeting time together, getting them to be more effective, and improve the quality of the conversations they had. Using our Collective Brilliance 'working live' approach we observed and intervened whilst the executive team were working during their strategy and operational meetings. This work included using a number of different lenses to view their leadership and relationships; building trust; building skills in having challenging conversations; taking a dialogue based approach; improving decision making; reviewing the range/purpose of their meetings; and creating a team behavioural charter.

**Impact:** This was accomplished in the face of huge workload pressures and the team reported:

- A greater sense of team connection and deeper relationships
- Understanding and acceptance of the differences in their working preferences
- The ability to have more robust and challenging conversations while still maintaining their relationships
- An improvement in the effectiveness of their meetings and team working processes
- Greater collaboration
- An ability to focus their discussions more effectively

#### Feedback from the Chief Operating Officer

*"You worked with us at a critical time in our development. As a young organisation with big growth plans we were struggling to merge the different approaches we each brought from our previous organisations. You created a safe, and at times challenging, space for us to agree how we would lead the company through these initial stages of growth"*



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