

## UK CEO, FTSE 100 finance-sector multinational

### Background

The UK CEO, an instinctive innovator and entrepreneur within a slow moving established institution, had developed a new strategy and spent considerable effort communicating it to his leadership team. 6 months later, the kinds of conversations he found himself having with that team suggested to him that they had no clear shared understanding of the strategy.

### Gap Analysis

We found that the strategy had been communicated in great depth, with a large and data-heavy powerpoint deck backed up by volumes (literally) of supporting analysis. The CEO's judgment had been that in order to get buy in from a conservative leadership team, he needed to dot all the i's and cross all the t's. In the event, he had only succeeded in creating an even bigger gap between his trajectory and theirs: the strategy had been communicated with such complexity that it simply hadn't stuck in their minds. Their own sense of distance from the CEO grew. Their shamefaced awareness that they hadn't grasped the strategy only made them more determined to keep their heads down in their comfortable grooves.

### Coaching Programme

The coaching solution was to help our client be true to his instincts and trust himself to communicate in much simpler and more direct headlines, repeating the same simple message loudly and often, to the point where it was impossible to ignore or forget. As one part of that, the original 80 slide Strategy deck, plus its two supporting volumes of analysis, was reduced to a four word mantra which became the catalyst for change.

### Result

**The room for misunderstanding or failure to recall and apply strategy was minimised to zero, creating a radical sense of alignment within the team. The UK business went on to outperform other markets, and our client became Group CEO.**

The Newman Partnership offers confidential personal coaching for leaders and their teams, with UK and international clients across the worlds of business, politics and sport. Based in London, we also have representation in Tokyo and Beijing.

Martin Newman, who heads the partnership, is also Director of The Leadership Council ([www.theleadershipcouncil.co.uk](http://www.theleadershipcouncil.co.uk)), a nonprofit UK based network of senior leaders which regularly researches and publishes on topical issues around leadership.

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