



# **EXECUTIVE TEAM COACHING**

**A CASE STUDY**

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## EXECUTIVE SUMMARY

In this case study, we will describe a real program of cultural change and team coaching carried out between 2019-2020 at Adient Trim Pitești, part of the global Adient group. The case study incorporates both theoretical explanations and the consultant-coach perspective, offering a comprehensive view of the coaching process.

## INTRODUCTION

Top management teams are critical to a company's success, deeply involved in day-to-day operations and executing operational strategies. However, these teams often exhibit behaviors remarkably out of sync with the rapid changes in their industry and the needs of the company and its employees. Transforming these teams from committees to execution teams is a significant challenge.

## DEVELOPMENT OF THE TOP TEAM IN PRACTICE

In recent years, aligning top teams over 6-12 months has become essential. Individual commitment and team engagement are vital for systemic change. The model proposed by Ken Wilber and modified by Richard Barrett was instrumental in this alignment process, focusing on individual and group values and behaviors.

## PHASE ONE: ENHANCING AUTHENTICITY

The journey begins with an individual focus, exploring motivations and barriers to performance. Effective leadership is rooted in acting in accordance with one's values. At Adient, we initiated this process in 2019 with individual coaching programs based on leadership value audits. These sessions emphasized alignment between declared preferences and values and increased "awareness of personal values".

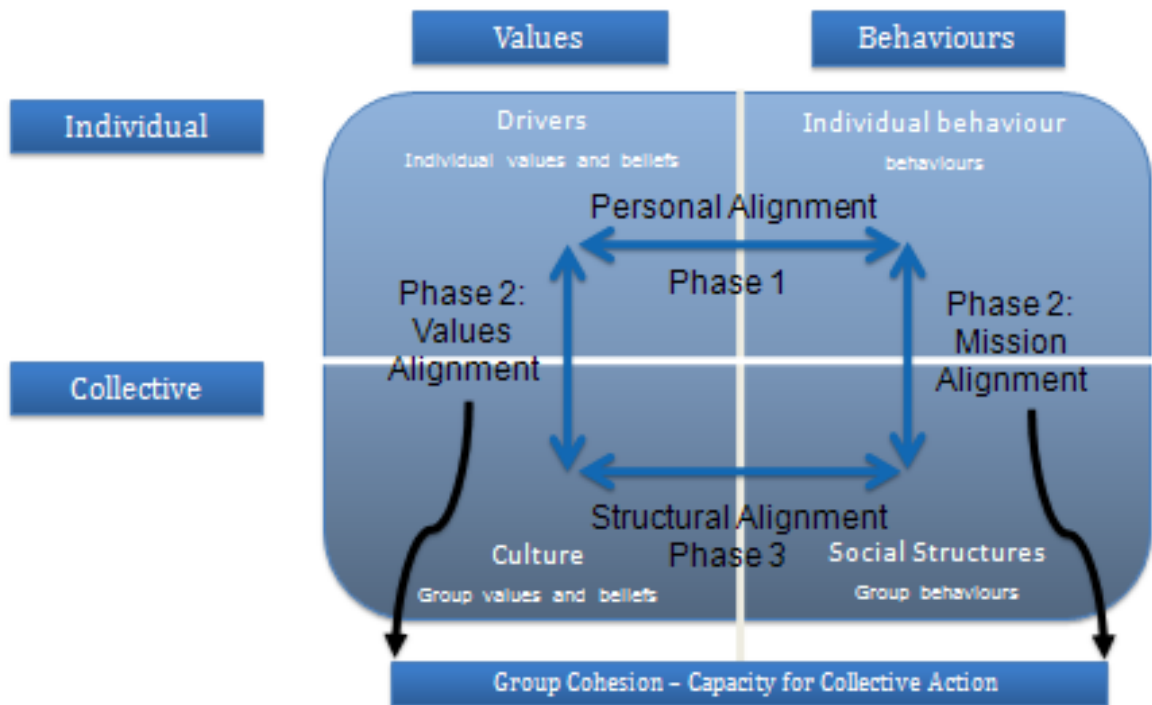
## PHASE TWO: TEAM COLLABORATION

This phase focuses on dialog within the team and qualitative feedback. Open discussions on individual development plans and seeking support from team members are encouraged. A cultural audit of the team showed a 19% entropy, which was then addressed in workshops to create a new quality of presence in each leader. This phase

was crucial for realizing the common objective of enhancing team performance and responsibility towards stakeholders.

### PHASE THREE: ACTION

The focus here is on future strategies and operational agendas, ensuring the top team's profile meets the company's future needs. This phase involves continuous individual development and dialogues about the team's direction and responsibilities. A shared vision and the understanding of leadership values are key outcomes of this phase.



### CONCLUSION

Achieving high performance at the executive level requires a process of alignment that demands time, focus, and personal commitment. This approach equips companies to better face current and future challenges, embracing change rather than fearing it. The program at Adient resulted in reducing the team's cultural entropy from 19% to 6%.

## INSIGHTS AND KEY LEARNINGS

### *BUILDING TRUST AND AUTHENTICITY*

One of the most significant insights from this case study is the importance of building trust and authenticity within the team. At Adient, the process began with individual coaching, which set the foundation for genuine team collaboration. Leaders learned to align their actions with their values, fostering a culture of trust and authenticity.

### *THE ROLE OF OPEN COMMUNICATION*

Another critical factor was the establishment of open communication channels within the team. By encouraging dialogues on individual development plans and feedback, the team developed a deeper understanding and respect for each other's roles and contributions. This open communication was instrumental in addressing issues and aligning towards common goals.

### *CONTINUOUS IMPROVEMENT AND ALIGNMENT*

The journey of executive team coaching is ongoing. Even after achieving significant improvements in team entropy and performance, continuous development and alignment with the company's evolving needs are crucial. Adient's experience highlights the need for executive teams to remain adaptable and committed to growth.

### *CULTURAL TRANSFORMATION*

The case study underscores the impact of executive coaching on cultural transformation within an organization. The reduction of cultural entropy from 19% to 6% at Adient is a testament to the effectiveness of the coaching program in fostering a more dynamic, cohesive, and forward-thinking executive team.

## RECOMMENDATIONS FOR FUTURE CLIENTS

- **Commitment to the Process:** Success in executive team coaching requires a deep commitment from all team members. It is a journey that demands time, focus, and personal investment.

- **Openness to Change:** Teams must be open to introspection, feedback, and change. This mindset is essential for overcoming challenges and achieving meaningful growth.
- **Continuous Learning:** The landscape of industry and business is ever-changing. Executive teams need to embrace continuous learning and adaptation to stay relevant and effective.
- **Focus on Cultural Alignment:** Aligning team values and behaviors with organizational goals is crucial. This alignment is a key driver of cultural change and organizational success.

## EPILOGUE

This case study of Adient Trim Pitești illustrates the transformative power of executive team coaching. The journey from a group of individuals to a cohesive, high-performing team is complex but immensely rewarding. The insights and lessons learned from this experience are valuable for any organization seeking to enhance its leadership effectiveness and cultural alignment.

## CLIENT TESTIMONIAL

### *AMALIA SĂCELEANU, PLANT MANAGER ADIENT TRIM PITEȘTI*

"I worked with George recently for several coaching sessions and I can say he is exceptional. Having the capacity to understand the needs and to bring clarity with each discussion. Professional coach, custom program for each person, positive energy. He helped with my transformation so far and trust we go further on the process of reaching next leadership level. Thank you, George!"

### *LOREDANA ELENA NIȚĂ, HRD ADIENT TRIM PITEȘTI*

"I had the opportunity to meet George as part of a development program for management team. George is a great coach, trainer and facilitator, very structured, results oriented and with an extraordinary ability to customize the way he delivers the results, according with the typology, learning style and the need of the client. We are at the beginning of a beautiful collaboration and definitely a long lasting one. I warmly recommend George to anyone interested in personal and organizational development."

### *IONUȚ MIHAI, PLANT CONTROLLER ADIENT TRIM PITEȘTI*

"The journey with George is not a easy one, for sure, but you can't complain that it will be boring! I had the chance to have a few coaching sessions with him. He is able to find the right questions so that I could find inside explanation of my behaviours and also of others' behaviours. The debates we had during the meetings made them more attractive. I also like the 'homework' that we agreed on together. Thank you George, you helped me to make a step ahead!"

## ABOUT GEORGE BRAGADIREANU, MCC

George Bragadireanu is a seasoned professional with over a decade of rich experience in coaching, amassing an impressive 3700 logged coaching hours with over 650 clients. His expertise is recognized internationally, holding the prestigious Master Certified Coach credential from the International Coaching Federation, a distinction shared by only a select few worldwide. George's diverse clientele ranges from front-line managers to executive leaders and business owners, demonstrating his versatility and ability to adapt to various coaching needs.

With a solid foundation in corporate and management experience, primarily in the banking sector, George has spent 15 years in roles including Corporate Sales Regional Manager and Training Manager at UniCredit Banking Group. His academic journey includes postgraduate studies in economics, political science, mathematics, and communication, alongside continuing education at Cornell University in the Psychology of Leadership.

George's commitment to coaching education and certification is evident in his credentials from esteemed institutions like Performance Consultants International, Mindmaster Academy, Integral Coaching Canada, and the Richard Barrett Values Centre. He is also skilled in existential coaching, logotherapy, and systemic team coaching, enhancing his approach to foster growth, innovation, and transformation in his clients.

In addition to his professional pursuits, George has made significant contributions to the coaching literature and tools, including authoring '[The Leadership Spark](#)', translating key coaching books into Romanian, and developing 'Coaching 4 Managers' - both a mobile app and a double CD of managerial coaching education. His personal interests span jazz and rock music, science fiction, spirituality books, and sports, reflecting a well-rounded and dynamic personality. George is also a devoted family man, married since 2003 and raising two adolescent boys.

## REFERENCES / BIBLIOGRAPHY

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## NEXT STEPS FOR YOU

Whether you are interested in coaching for yourself or for your organization, please contact us at: <https://bragadireanu.com/contact/> .