



**FOUR
GROUPS**

Case Studies

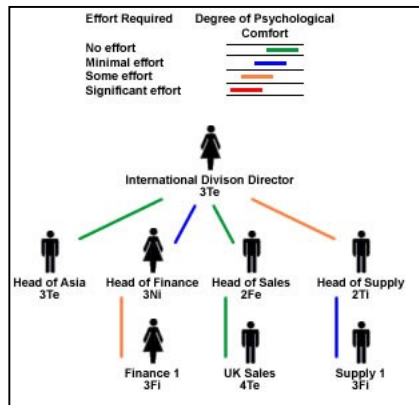
Influencing and Conflict



Case Studies

The following document introduces a case study highlighting the work of Four Groups Ltd. Please note, at client's requests, company names and identifiable information has not been made available.

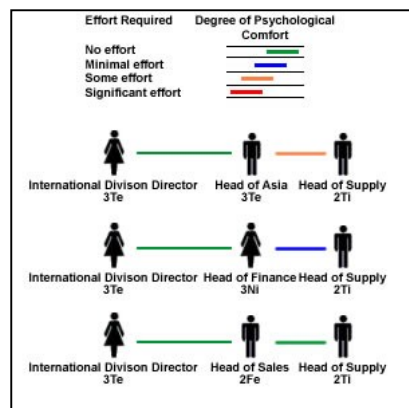
Influencing and Conflict



A new senior executive and board member had joined the organisation with an ambitious plan and brief to deliver. In particular, this plan involved a number of changes and concerned a group that encompassed multiple countries, roles and stakeholders. While the group had been working well up until this point, the new board member's plans were ambitious and people would need to raise their performance.

While the majority of people were comfortable with increased expectations and new targets, there were some concerns expressed towards this new approach. In particular, one person, a department head, was extremely reticent over the new plans and their impact,

especially concerning some of the finer points of their own work. As a result, this reticence was met with a degree of scepticism from the senior executive and over the passing months, the situation grew worse. As time passed, both the senior executive and the department head came to spend more time attempting to influence and convince the other, the result being wasted time and money.



By using 4G, it was possible to see that while the relationship between the senior executive and board member was difficult, it was also the case that another department head could easily play the role of the messenger and catalyst for change. As a result, this new department head was able to diffuse the tensions between both people, convince the other department head of the new plans and retain the trust of the senior executive. Along with some appropriate coaching, this intervention was very successful with the department head quickly buying into the new ideas of the senior executive. A summary of the entire engagement included;

- Introducing new ways to defuse and resolve hierarchically based conflicts
- Coaching and facilitating new leadership styles and
- Running workshops to support the new senior executives brief
- Increasing team effectiveness through an understanding of 4G's relationships



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