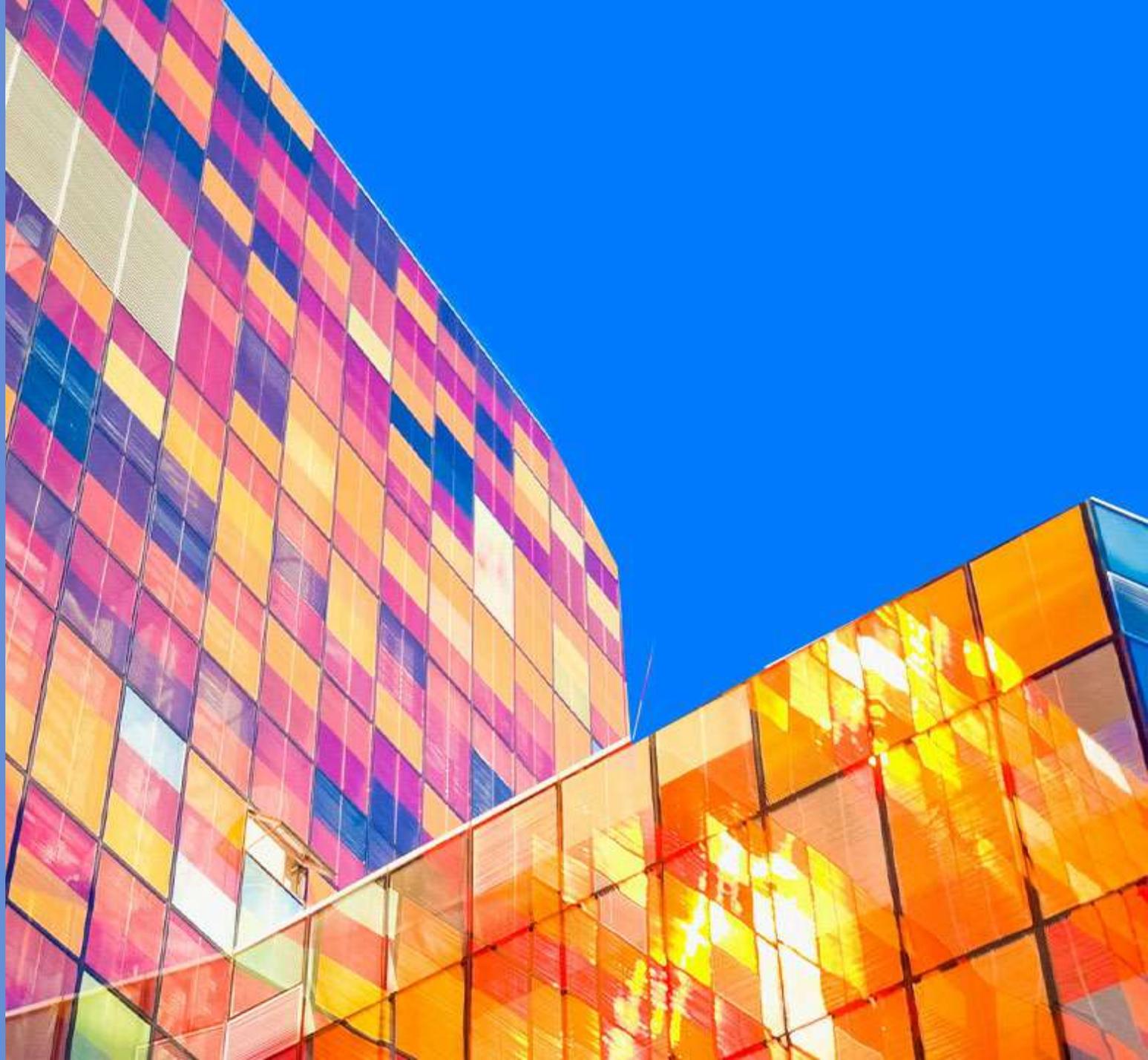




Case Studies

April 2022

20th April 2022





No 1 – TEAM DEVELOPMENT

Team alignment integration for high performance
Global FTSE Talent Acquisition firm

“In a short amount of time, David brought our new team of ten together masterfully. He did this virtually as well – no easy feat. After one/ones with every team member, four 1/2 day sessions, and several sessions with our leader (me) our team is cohesive, trusting, and ready to take on 2022! .”

**Custom Chief Officer,
FTSE Talent Acquisition.**





No 1 – TEAM DEVELOPMENT

Team alignment integration for high performance Global FTSE Talent Acquisition firm

Opportunity:

Our client is a FTSE 100 Talent Acquisition Services and Managed Workforce Solutions provider to corporate clients internationally. In support of enhanced customer service, it recently brought a number of its highest performing consultants together into a newly formed 'Customer Office'. The purpose of this intervention was to accelerate the integration and alignment of a team that had never met, as a result of dispersed geographies and Covid restrictions.

Solution:

Sheridan first established the 'from... to....' the Team Leader wished to achieve, before organising a 30 minute video call with each team member. These conversations were held on a strictly confidential basis and gave Team Members the opportunity freely to share their views of the team and their team leader. The unattributed themes were then fed back to the Team Leader and to the Team, as well as providing the foundation of the intervention itself.

The event took the form of two 3.5 hour online sessions, one day apart, followed by a further two 3.5 hour online sessions the following month. Areas covered included: exercises to support the Team get to know each other personally; a psychometric (SDI, Strength Deployment Inventory) to help it think through its collective strengths and potential blind-spots; a look at Roles and Responsibilities and a chance to define the over-all Purpose of the Customer Office. In the second pair of events, there was the opportunity to share deeper motivations and Stakeholder perspectives, as well as a look at ways to offer feedback and to build trust.

Impact:

The impact was felt quickly in that the Team Leader acted immediately on a couple of key areas to emerge from the pre-calls. As for the events, the Team could see that their feedback had helped co-create the intervention, rather than it being something done to them.

The first two sessions built clarity around expectations on all sides and success was witnessed, not only in how energising the Team found them, but in their open wish 'to go deeper' next time. This was achieved in surfacing the challenges with one particular Stakeholder group, as well as the requirement for each team member to offer and receive direct, 1:1 feedback on what they most valued about their colleague, and what they would encourage them to do differently. Finally, photographic images were used to share an aspiration for the year ahead.



No 2 – Culture and Transformation

Building and leading an inclusive leadership and team culture UK Wealth Management

“Our leadership offsite was designed to set our vision and draw up an actionable plan to deliver on our strategy, as well as build a leadership team that could trust one another, collaborate effectively and lead inclusively. The two days were expertly led by the coach facilitators, who struck the perfect balance of vision, strategy, inclusive leadership, and team bonding. The team arrived as individual contributors and left as a collective ready to forge ahead to deliver the business strategy and become inclusive leaders. Their teams (200) benefited from varied activities that were engaging and tailored to create synergy and followship”.

**Executive Team Lead,
Global Banking Group, UK Wealth Management division**





No 2 – Culture and Transformation

Building and leading an inclusive leadership and team culture UK Wealth Management

Opportunity:

Working with a multinational investment bank and FS company's Savings, Investment and Wealth Management team, Sheridan took a whole system approach designed to support the business' cultural and operational change agenda. The aim was to foster a shift to an inclusive culture. Our two coaches led two parallel workstreams.

Solution:

Firstly, working with the Executive Leadership team, we explored ideas for evolving the strategy against a challenging context, while deepening the trust, alignment and commitment needed to work together more collaboratively and inclusively.

In parallel, we worked with 200 leaders to develop a deeper understanding of Inclusive Leadership and of the actions which can be taken collectively and individually to create inclusive team cultures. At the heart of the workshops was a felt experience of inclusion and exclusion which acted as an anchor to motivate and remind individuals of its significance and lasting impact. Capturing real stories and developing bespoke scenarios through film, helped leaders to confront their own assumptions, behaviours and biases. A variety of team activities were used to engage different learning preferences to great effect.

The Executive offsite was designed on the principles of an inclusive Thinking Environment integrating strategic, operational, and relational elements.

Impact:

The team expanded their capacity for high-trust, candid dialogue, enabling them to constructively explore areas of conflict. As a result, they were more able to consider a diverse set of perspectives on their challenges and were quickly able to co-create and prioritise a set of scenarios to progress together.

Building on these outcomes, Sheridan began working with key business sponsors, D&I champions and Learning & Development to co-design and deliver workshops designed to communicate the inclusion strategy.

The workshops focused on action, with leaders agreeing individual and collective actions to take forward to contribute to the desired working practices and norms in their business areas.



No 3 – Culture and transformation

Purpose and Culture Reframe Asset Management

“As an Executive sponsor of the project I found that our coach showed exceptional focus, creativity and determination to ensure that it had a sustained impact. Our coach led a strong, multi-disciplinary team and ensured the project was one of co-creation, rather than top-down imposition, which meant that teams across the business and across the globe shared a sense of ownership and pride in the framework. This measurably impacted employee engagement and was also something customer facing teams would engage with their clients on. On occasion. I have seen ‘culture change’ done badly with limited impact, but I can only describe our coach’s approach as exemplary in creating something truly authentic and with wide-spread buy-in.”

HR Director, Asset Management





No 3 – Culture and transformation

Purpose and Culture Reframe Asset Management

Opportunity:

The arrival of a new CEO, who wanted to reshape the organisation to meet the future needs of a changing market, led the organisation to review its 'Corporate DNA' that had been created 15 years previously in a quite different financial and regulatory landscape.

Solution:

Sheridan facilitated the process to articulate the firms' purpose, principles and behaviours in a way that would resonate with both existing and future colleagues. It was essential to create participation and gain buy in across the whole organisation. We engaged multiple internal audiences to build a new purpose-centered narrative, grounded in demonstrable behaviours.

By keeping the changing needs of customers, clients, and the regulator at the heart of the process, we were able to balance the real strengths of the existing culture with the future needs of the market.

The new purpose, principles, and behaviours were launched with more than 1400 people taking part in workshops across 3 continents, and with over 90 team leaders equipped to lead a discussion on how to embed these in the teams' day-to-day work.

Impact:

Six months on, an impact assessment showed leaders and colleagues were overwhelmingly positive about the purpose-led narrative and the way it had been brought to life across the business. Non-customer facing teams reported that the customer had been brought into sharper focus, helping them understand their impact on customer outcomes, and colleagues reported that they now felt more empowered to constructively challenge behaviours and decisions that did not reflect M&G's principles and behaviours.



No 4 – Inclusion

Inclusive Leadership Management
consulting firm





No 4 – Inclusion

Inclusive Leadership Management consulting firm

Opportunity:

Our client, a management consulting firm, is committed to improving the diversity of its workforce by building a culture that's genuinely inclusive, a culture that empowers everyone working there to thrive and feel that they belong.

Solution:

Our coach was responsible for the firm's Inclusive Leadership Culture agenda. Significant programmes of work included:

Building the Inclusive Leadership capability of senior leaders and their teams. Equipping them with the skills and knowledge to drive inclusion in their business, to help them understand and grow the role that everyone plays in creating an inclusive culture. This activity is underpinned by sustained engagement and supported by practical activity such as fair work allocation and senior level accountability measures.

An extensive enquiry into PwC's culture to better understand the under-representation of people from a minority ethnic background in Leadership positions. This led to recommended actions which continue today, and which form part of the executive board's D&I progress measurement activities.

The design and facilitation of an organisation wide race advocate programme.

Impact:

Leading “Breakthrough” a programme which tackled systemic gender challenges resulting in 55% of female participants achieving Director and 10% achieving Partner status alongside building @50 senior inclusion Partner allies and sponsors.



No 5 – Belonging and inclusion section

Nurturing Diverse Talent Construction Industry





No 5 – Belonging and inclusion section

Nurturing Diverse Talent Construction Industry

Opportunity:

A management-owned firm and following a culture transformation programme we delivered, we started to look at the succession plan for the board who had been in situ for over 30 years.

The board was all male except for the HR Director and the board were keen that their successors should be a significantly more diverse group. One of the firm's main areas of practice is in defence, which meant that there had been progression of a very specific style of leader who engaged well with military clients.

Solution:

Sheridan designed a process which would allow those who wanted to progress on to the board to apply for a programme which would select and appoint the leadership team in waiting. At this stage the board had in mind who they thought the successful candidates might be.

We designed a two-day, residential assessment boot-camp. The boot-camp was designed with a range of diverse activities which would challenge and allow all candidates the opportunity to showcase their talents. This meant largely moving away from activities that would allow extroverted male candidates (who mirrored the current board) to dominate.

Following this we recommended a diverse team which didn't include any of those previously considered as 'golden stars'. The group was a split evenly between male and female, a range of different personalities, from a range of areas in the business such as IT, landscape architecture and interior design.

Impact:

With this team in place, the firm has grown exponentially and has expanded into architecture areas which consider things such as wellbeing and sustainability



No 6 – Belonging and inclusion section

Neurodiversity awareness programme
Aviation industry

"We are now the 'go-to' organisation for coaching neurodivergent employees"

**Head of Talent,
Aviation industry**





No 6 – Belonging and inclusion section

Neurodiversity awareness programme Aviation industry

Opportunity:

A requirement to raise awareness across the industry of neurodiversity

Solution:

Sheridan delivered a one-day conference designed to increase understanding about neurodiversity and encourage employees and leaders to support their colleagues in being the best they can be.

We designed a programme around the employee lifecycle which would unleash the talents of a population of employees with unique thinking styles and specific needs.

Impact:

Recognising the unique talents of those who think differently and being committed to reflecting the demographic of the local area in their employee population, we engaged with Heathrow in developing a programme which would attract, support and develop neurodivergent employees within Heathrow as well as within partner organisations.



No 7 – Culture and transformation section

Cultural transformation: Achieving alignment and engagement Pharmaceutical industry





No 7 – Culture and transformation section

Cultural transformation: Achieving alignment and engagement Pharmaceutical industry

Opportunity:

:Working with a global pharmaceutical company, we helped the executive team to come together to lead a significant transformation, helping them clarify their purpose and strategy, then developing a unifying narrative and engagement plan. The company is Japanese and with a strong culture. It wanted to ensure that it gave an equal voice to its local staff and cultivate a collaborative environment.

Solution:

This started with the executive team, valuing their diverse points of view and bringing in external perspectives, both from employees and external stakeholders, looking future-back as well as outside-in. With a clear purpose and ambitious goal agreed, we helped to translate the strategy into a compelling story and tested this with employees to understand what resonated and where we needed to refine the language to create the strongest possible connection.

Armed with a compelling cause and accompanying story, we then helped the executive team to identify how their individual and collective leadership behaviours needed to shift to underpin successful delivery of the strategy and transformation. Coaching supported the development of both individuals and the collective team, helping unite them and increasing trust, honesty and accountability.

Impact:

Providing a compelling view of the future, communicating with consistency and involving people in strengthening culture were essential to driving successful execution of the strategy across the business, which moved from third quartile to first quartile performance over the following 3 years.



No 8 – Connecting and Stakeholder Engagement

Storytelling Oil and Gas sector





No 8 – Connecting and Stakeholder Engagement

Storytelling Oil and Gas sector

Opportunity:

An organisation caught up in processes, programmes, silos, and bureaucracy found that many development programmes and initiatives were failing to land effectively. With a transactional culture, the business wanted to develop storytelling skills across their leadership population to enable them to connect with employees and transform behaviours through engagement.

Solution:

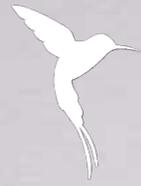
One full day followed by a 1:1 coaching session and a half-day masterclass in which leaders would deliver a presentation on a live project, using storytelling skills

The programme was designed to avoid being considered as too conceptual and gimmicky which would not land well this population of leaders

The learning journey allowed sufficient opportunity for buy-in, understanding, developing clarity on a simple process for developing a narrative and embed into their current work.

Impact:

The programme was subsequently used in other areas of the business such as the on-line team, who we helped to develop storytelling skills which would allow them to design content which would engage customers through their website.



No 9 – Culture Change

Reframing Purpose, Values and Behaviours

“Working with Sheridan was a great experience. It was a truly collaborative effort. We acted as one team, working in an agile way on a project that we all felt really passionate about. These sorts of powerful cultural change initiatives can sometimes become overly complex but we worked quickly, with a clear goal and timeframe in mind. Plus we had fun! Our coach’s supportive and calm approach really suited our business.”

**Global Head of Communications,
Asset Management**





No 9 – Culture Change

Reframing Purpose, Values and Behaviours

Opportunity:

With a new CEO on board, our client had embarked on a process of repositioning its business in the face of tremendous change.

The leadership team believed that to successfully deliver the long-term execution of the new business strategy, the strategy needed to be directed towards a clear organisational purpose and underpinned by commonly held Values and Behaviours.

Solution:

Working closely with a multi-disciplinary internal stakeholder group, we designed and facilitated two workshops to learn what resonated best with Fidelity International colleagues and what was missing.

Building on the insights and ideas generated, we presented a new articulation of Purpose, Values and Behaviours that would help the leadership create the conditions to support the firms' strategic transformation and future success.

Impact:

The open and inclusive process generated high levels of engagement and trust. The strength and clarity of the employee voice influenced the Leadership to adopt simpler, bolder and more authentic language.

Global teams on the ground have found the new language clear, ambitious and inspiring, and it has quickly become embedded in all facets of life at Fidelity International.

During the pandemic, the new language has resonated and provided a framework for the organization as it has sought to adapt and respond during unprecedented times.

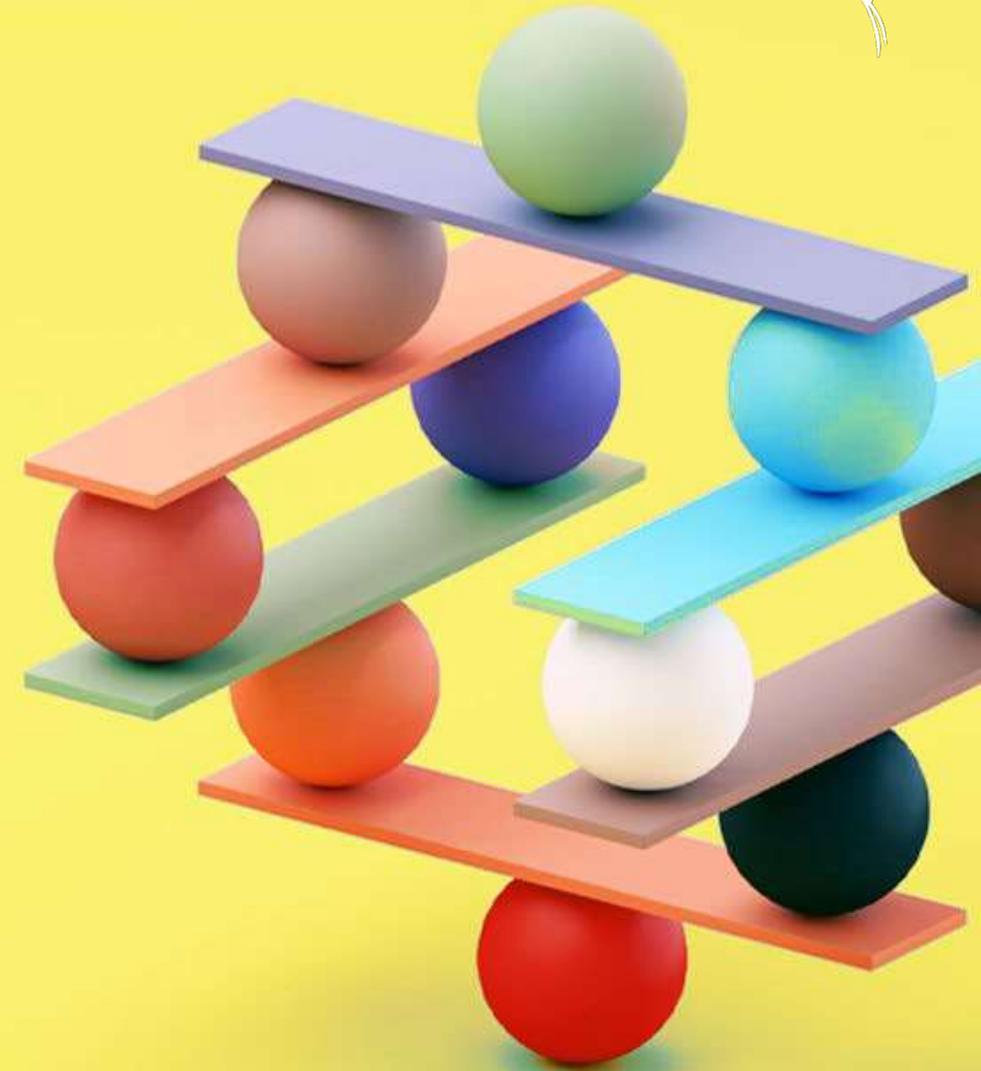


No 10 – Board effectiveness

ExCo Team Strategy for Success Global Banking Group

“Our offsite was designed to set our vision and draw up an actionable plan to deliver on our strategy, as well as build a leadership team that could trust one another, collaborate effectively and lead inclusively. The two days were expertly led by the Sheridan team, who struck the perfect balance of vision, strategy, inclusive leadership, and team bonding. ExCo arrived as individual contributors and left as a collective ready to forge ahead to deliver the business strategy and set the tone for inclusive leadership.”

**ExCo member, Global Banking Group,
UK Wealth Management division**





No 10 – Board effectiveness

ExCo Team Strategy for Success Global Banking Group

Opportunity:

Following a period of significant restructuring and a reduction in funding to deliver a turnaround strategy for the division, ExCo were working as individual contributors rather than a collective and operating without sufficient reference to their shared vision. The objective was twofold: to facilitate a process for them to set a bold strategic intent and define several workable strategy scenarios; and to engender collaboration across their respective areas of expertise, strengthening their relationships, and becoming more trusting and inclusive towards one another and as leaders of the business.

Solution:

Prior to designing any offsite agenda, Sheridan recommend holding short calls with each ExCo member to establish rapport, understand a range of perspectives and identify areas of conflict. We explored their views on strategy and operational issues, as well as how they were experiencing the current relationship dynamics and culture, and what they considered to be both their individual and collective strengths, challenges, and crucial development areas.

We designed the 2-day offsite drawing on the core principles of an inclusive 'Thinking Environment', integrating strategic, operational, and relational elements so the team would see the connections in their everyday leadership aligning this to their vision..

Impact:

Over the two days ExCo expanded their capacity for high-trust, honest dialogue, and were able to safely explore areas of conflict and tension. This allowed them to consider a more diverse set of perspectives on their strategic and operational challenges and they were quickly able to co-create and prioritise a set of scenarios to develop further.

They agreed clear and tangible actions to power the progress of the business strategy, as well as to hold each other accountable for sustaining a positive, inclusive, and productive team culture.

Months on, ExCo had maintained their commitments and follow-through on actions resulting in heightened productivity and increased engagement scores across the business.



No 11 – DE&I

Leading an Inclusive Culture (part 2) Global Banking Group

“The coach and her team led highly participative sessions designed to hear from those on the ground”

**Executive Team, Global Banking Group,
UK Wealth Management division**





No 11 – DE&I

Leading an Inclusive Culture (part 2) Global Banking Group

Opportunity:

Following work at the executive level, there was a desire to understand how best to cascade the inclusion strategy across the business, in particular:

- To agree how best to communicate the inclusion strategy and desired behaviour change; and
- identify inclusion challenges and issues common within the business unit.

Solution:

Sheridan began working with key business sponsors, D&I champions and Learning & Development to understand the key drivers and desired outcomes across the division. The team then co-designed and delivered workshops designed to challenge and support 200 leaders to examine their own and others behaviour and to take immediate action to effect change.

At the heart of the workshops was a felt experience of inclusion and exclusion which acted as an anchor to motivate and remind individuals of its significance and lasting impact.

Capturing real stories and developing bespoke scenarios through film, helped leaders to confront their own assumptions, behaviours and biases. Deeper conversations helped to explore the systemic and individual nature of these stories which helped leaders grow their awareness of the lived experience of colleagues and clients who are different to them.

Impact:

Action is critical and leaders spent time agreeing individual and collective actions to take forward to be able to contribute to the organisations' Inclusion agenda and to the business unit's working practices and norms.

Following the workshop, Leaders facilitate conversations with their teams and peers – this was supported by an Inclusion 'lite' toolkit and the pastoral support and sponsorship of the D&I champions and business unit leaders.



No 12 – Team development

One Team Ethos UK Wealth Management Firm

“The Sheridan team were impressive with their passion and enthusiasm making the event the success it was. Her creative flair and professional attitude made them an absolute pleasure to work with. I would particularly mention the collaborative way the facilitators connected with me and my team and their challenge and input throughout the event. The Leadership came away feeling re-energised, fully engaged and positive with a shared mind-set and clear focus on the future objectives for the business.”

MD at UK Wealth Management firm





No 12 – Team development

One Team Ethos UK Wealth Management Firm

Opportunity:

The recently appointed MD of the Distribution division planned to bring his top 70 leaders and influencers together for a day to set out his vision, plans, and expectations for 2020.

After 3 months in role, he had observed his team operating in silos, with no common goals, and pulling in different directions.

To lead the business forward, he needed them to start thinking as 'one team' with a shared leadership mindset to deliver the 2020 vision.

Solution:

The Distribution MD asked Sheridan to help infuse the event with a 'one team' ethos and to co-compere the day long programme with him.

Our coach joined the internal prep team, working alongside other contributors to review the end-to-end plan for the event, and point out opportunities to underscore important leadership messages and demonstrate a 'one team' mindset in the design and delivery of the day.

A crucial part of the role was to facilitate a fun, high-impact opening 'challenge' that would shake participants out of 'conference spectator mode', engage their creative right brains and make associations to the reality of leadership, while breaking down barriers and creating positive connections across the team.

Impact:

The challenge was a huge success. It brought the value of a 'one team' mindset to life, while giving permission for a typically conference-weary group of Sales leaders to show their fun and creative sides and be positively received by their colleagues.

It raised expectations that this would be an enjoyable day and put leaders in a positive frame of mind to engage with a day of strategic business-focused content.

Having a co-facilitator meant the MD was free to both participate in the round table sessions and partner with our coach to draw out views, create connections and synthesize themes.



No 13 – Succession planning

Succession Planning and Leadership Development Mitsubishi Pharma Europe Limited

“We have been extremely pleased with the commitment, expertise and professionalism that Sheridan Resolutions has provided. The bespoke Leadership Programme they created has been fundamental in providing our future leaders with the skills and behaviours they need to manage our business and people., We now have a greater confidence in these individuals and a sense of ‘we can do anything-together’ ”

**Bill Crawford, General Manager,
HR - Mitsubishi Tanabe Pharma Europe Ltd**



No 13 – Succession planning

Succession Planning and Leadership Development Mitsubishi Pharma Europe Limited

Opportunity:

MTPE recognised the need to improve their current leadership skills at all levels and to build for the future by improving the skills of the key members of their succession management pool.

Following consultations with potential providers, Sheridan Resolutions were selected to support in the creation of the MTPE 'Leadership Development Scheme'.

Solution:

Developing the scheme offered particular challenges as it meant working with the senior management team in the UK and within the multicultural environment ultimately responsible to HQ in Japan. Sheridan Resolutions were able to draw on their experiences of working with Japanese Management and delivery of multicultural projects to make the communication and expectations management as seamless as possible.

Following exploration meetings with key stakeholders, Sheridan devised a test pilot training programme to address the key leadership areas focusing on skills such as how to lead people and how to deal with difficult situations. The pilot was attended by 10 employees at various levels within the organisation. Sheridan Resolutions handpicked two experienced lecturers from a London Business School who specialised in leadership and interpersonal skills training to deliver the programme.

Impact:

The participants feedback combined with a working session with the General Management Team led to Sheridan rolling out the programme into an expanded and in-depth 'Leadership Scheme'. There are also Action Learning Modules for the company's Deputy General Managers throughout to reinforce learning.

The delivery of the programme has seen a positive change with the General Management Teams with improved acquisition of knowledge and also demonstrated behaviour of 'Trust and Teamwork', which is one of MTPE's principles from their Corporate Behaviour Charter which sees groups consulting, talking together, using each other's counsel, skills and knowledge to achieve the organisation's goals and project objectives.



No 14 – Mentoring

Mentoring circles Global Technology firm

“It’s been great to draw on SR’s expertise in coaching and mentoring. We’ve evolved the programme together in dialogue with our mentors and mentees. As well as building their resilience and new connections and navigating the complexities of our new larger organisation, we anticipate that participants will increase their skills in coaching as leaders and managers and in building successful teams.”





No 14 – Mentoring

Mentoring circles Global Technology firm

Opportunity:

A global FTSE 250 firm's Women's inclusion Network saw the need to create connection between people after the lockdowns and following the merger between LSEG and Refinitiv.

Mentoring circles offer more people the opportunity of connection and mentoring than 1:1. Mentors in circles need extra skills to create successful circles.

Solution:

We worked with the client to design a pilot programme including internal communications to recruit mentors and mentees, workshops for the mentors, workshops for the mentees, drop-in sessions for the mentors, and some reference resources, including ethics and standards and FAQs. 20+ mentoring circles were formed for the pilot programme.

Impact:

100 mentees and 20+ mentors joined the workshops.

By the end, they understood the importance of psychological safety and how to create it in groups, group dynamics and how to make best use of the 60-90-minute sessions, the roles and responsibilities of mentors and mentees.

All said they felt ready to join their circles.



Get in touch

For a confidential chat to discuss our services and how can we help you

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