



SUCCESS STORIES

Team Coaching in Support of Change Management

With a turnover of € 200 million, this company designs and builds mega-yachts on commission using fibreglass and steel. There has been a substantial change in the market, marked by a slight increase in demand, intense decrease in margins, and high expectations from the client in terms of quality and punctuality. This requires the company to focus on organisational development in order to keep margins under control and limit risks connected with the duration of construction and subsequent assistance costs.

In order to reach its goal of developing the organisation in keeping with the evolution of the market, the company has turned to PRAXI to help implement a performance management system. This will start by improving the culture of teamwork for the management team, so that they can better determine and achieve the company's goals.

Targets

- To effect change and improve managerial and operational performance in relation to market challenges
- To develop a new managerial culture based on a transversal leadership model in order to overcome the current department-based view of responsibilities
- To then develop the ability to work as a team, reinforcing and monitoring the mission, values, behaviours, and strategic and operational goals.

PRAXI's Contribution

Starting the integration process through a Team Coaching project aiming at developing change management skills for the Steering Team.

Working Process

- Commitment meeting with the CEO to identify the Company's development strategies, macro targets in light of the evolving market scenario, and managerial gaps with regard to company and market expectations
- 4 Team Coaching meetings in house with a steering team to focus on organisational development expected by the CEO. The purpose is to redefine the mission, focus on values, describe expected behaviours, define strategic and operational goals, and develop a matrix of annual targets making it possible to integrate the company's departments through collaborative efforts
- Design of MBO model with CEO and HR department, based on new strategies
- 3 individual coaching sessions with members of the steering team and all managers, focusing on operational actions to share and monitor values, behaviours, and goals
- Final Team Coaching meeting to assess change, results achieved, and define



improving performance

PRAXI SpA

PRAXI is a leading Italian company in the sector of management consulting.

Established in 1966, it is structured as follows: 250 Employees (40 Managers), 10 Locations, € 6 million in Share Capital. The company's main activities are divided among four Divisions: Management Consulting, Information Technology, Valuations and Appraisals, Human Resources.

PRAXI's ability to offer integrated services is a key factor that makes the company stand out as a multi-disciplinary liaison in corporate consulting. Its cross-cutting approach combines perfectly with its innate ability to foster partnerships, seen as an opportunity to take on the clients' goals and build long-lasting professional alliances.

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new multi-year development plan.

Targets Reached

- Creation of new Organisation System consistent with evolution of market
- Activation of a new transversal leadership model based on overall view of the organisation and internal collaboration
- Monitoring targets established: maintenance of margins countertrending with the market, increase in turnover, compliance with contractual deadlines, reduction of remarks during the phase of delivery to the ship owner, reduction of post-sale assistance costs.

Methodology

Team Coaching

Team coaching pursues organisational effectiveness acting on 4 levels:

- personal
- interpersonal
- managerial
- organisational

Team Coaching projects focus on people's potential and growth by: sharing values and behaviours in the group, favouring a company (and not departmental) leadership culture, generating a culture of teamwork, and encouraging participation at all corporate levels to make all players involved feel aware and responsible for change and for reaching goals.

Duration: 8 months

