

# CATHY NORRIS | SENSATIONAL LEADERSHIP

## CASE STUDY: MANUFACTURING COMPANY (2014)

### OVERVIEW

Emotional intelligence and communication coaching for a successful executive team wishing to move through conflict and sustain company growth.

This successful manufacturing company dominated the markets of both North America and Asia with the leading product of its kind. Its next goal was leading the market share in Europe. In order for that to happen, the executive team had a clear need for improving communication to reduce conflict and facilitate results.

Through personal coaching, team building and empathy awareness, this team broke down silos and created measurable improvements in communication and collaboration.

### OBJECTIVES

- ▶ Move the management team from a “storming” to a “norming” culture by removing the risk of conflict eruptions
- ▶ Improve communication and collaboration between silos to drive greater results
- ▶ Increase managers’ motivation to work for company-wide goals rather than focus solely on individual or departmental goals
- ▶ Build upon previous leadership training to create more lasting positive effects

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### RESULTS

- ▶ 40% improvement in executive team’s ability to work together
  - ▶ 30% improvement in listening and communication
  - ▶ 31% improvement in sharing personal connections
  - ▶ Observable breakthroughs and improved communication through trust-building exercises
  - ▶ Forward progress on specific long-standing issues
  - ▶ All stated objectives for this training were met with measurable improvement
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*“Before hiring Cathy, I was concerned whether she would be able to maintain control in a heated debate within our team. Our team has very strong personalities and team members are passionate about their positions. Past meetings often deteriorated into non-productive arguing matches. Cathy was able to maintain control and not stifle debate on key points. She redirected and re-focused arguing team members so the discussion was productive and worthwhile. Our end of day wrap-up exercise helped everyone on the team understand everyone’s expectations and needs. People communicated directly without fear of conflict, and it helped build some trust among team members.”*

- COO, Manufacturing Company

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## METHOD

Initial conversations with the company’s COO and HR Manager established the existing issues and guidelines for team coaching. A previous leadership training had created some good results for the executive team, but those results had not been sustained. Interpersonal conflicts threatened the company’s continued growth. Goals were set for empathy awareness, collaboration and communication coaching.

Each member of the executive team completed an Emotional Intelligence (EI) assessment designed for leaders. Most team members received high scores for independence and assertiveness, and lower scores for empathy.

Each manager received a one-on-one coaching and debrief session to discuss his or her emotional intelligence landscape as well as any emergent issues affecting workflow and collaboration. This process revealed specific unresolved conflicts, some stretching back several years, which hindered open communication.

A team workshop created a safe, conflict-free space for communication. This included an exercise for sharing personal values and allowing team members to make requests of one another. The company COO reported unprecedented breakthroughs during and after this activity, with continued progress in the weeks following the workshop.

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**HELPING TECHNOLOGY,  
SALES, & EXECUTIVE TEAMS  
IMPROVE CONFLICT  
MANAGEMENT & LEADERSHIP  
SKILLS BY UP TO 40%.**

- Break down silos to boost your team’s collaboration and performance
- Get everyone on the same page. with the same plan, to increase your team’s profits

**CUSTOMIZED SOLUTIONS THAT  
CREATE REAL, LASTING  
RESULTS FOR YOUR TEAM AND  
FOR YOUR ORGANIZATION.**