

## PRE-WORK FOR SESSION 7 COACHING PRACTICE

### Here's what's happening with the team...

The team has had a couple of team coaching sessions and has identified that their relationships with stakeholders could be improved. By doing this, they hope to streamline internal processes, increase overall efficiencies, and re-energise brand buy-in.

Key stakeholders include:

- Alice's peers on Jabu's team: international sales manager, national sales manager, customer relations/public relations/ corporate social responsibility
- The team's internal customers: in particular, the marketing and sales functions in each of the subsidiaries
- Other key internal stakeholders/ influencers: finance, IT, HR etc
- The company's consumer customers
- The social environment. In the global fight against obesity, confectionary manufacturers are amongst the biggest "bad guys". A recent global comparison study of sugar in confectionary found that Sweet Dreams' best-selling products had the second highest sugar levels.

**For team co-coaches:** In this session, your task is to help Alice and her team consider and improve its connection with its stakeholders. Coach the team to look at the complexity of its relationships with stakeholders and the relationships between stakeholders. What are the threats and opportunities that lie in these interdependencies? How might the team position itself as a fulcrum for change in the whole system?

You are not required to meet outside of the classroom, but if you choose to do so, it is best not to meet with those who play the character roles and concentrate on your co-coaching partnership. During this session you will also be given time to get input from the others on how to prepare for the team coaching session.

During class, you'll have roughly 20 minutes for the team coaching session, followed by debrief. If you have any questions beforehand, please contact your facilitator.