

Coaching : Enabling Leadership Evolution in a Post-Acquisition Context

Supporting a Manager in Navigating Cultural and Organizational Transition

Following the acquisition of a mid-sized logistics company by a major European transport group, a senior operational leader was retained due to his deep industry expertise and technical acumen. However, challenges emerged as he adapted to a new corporate culture, faced escalating team tensions, and was considered for a larger managerial role. The organization identified the need for personalized coaching to secure his integration, enhance his leadership effectiveness, and ensure long-term role sustainability.

Taplow Solution

Taplow Consulting France implemented a comprehensive individual coaching program over nine months. The approach included:

- An initial alignment meeting between the coaches, HR, coach, and direct supervisor to define objectives and set expectations.
- A structured sequence of 9 to 13 in-person coaching sessions focused on evolving the manager's leadership style, conflict resolution strategies, and team engagement capabilities.
- Weekly follow-ups and reflective exercises incorporating systemic and relational coaching methods, including Gestalt, Transactional Analysis, and NLP.
- A mid-point review and final debrief to assess progress and reinforce behavioral changes.

Key themes addressed included shifting from reactive to strategic leadership, improving communication during conflict, and adopting a more empowering, group-aligned managerial stance.

Leadership Advisory and Performance

Outcome

By the conclusion of the coaching process, the manager demonstrated:

- An open communication with his line management and peers
- Enhanced emotional intelligence and constructive conflict management.
- Increased delegation and development of team autonomy.
- A clear shift toward a more global, strategic leadership posture.
- Strengthened recognition from peers and superiors as a legitimate and effective leader aligned with corporate expectations.

This engagement contributed to a successful transition within a high-pressure context and secured the retention and growth of a high-potential leader within the organization.

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