

## Case studies

### Coaching a committee made up of CFO's within a large multinational group

**Situation:** The Group CFO's committee was composed of people with differing loyalties depending on the part of the group they belonged to (such and such Business Unit or Corporate entity, etc.). This engendered non-productive and obstructionist behaviour which meant that the atmosphere was not conducive to good working relationships and the synergies and economies of scale expected became impossible to achieve.

**Aims:** Do away with "lose-lose" behaviour, promote transparency by recognising the differing agendas rather than by playing to political correctness, drastically reduce the time taken up in sterile conflict.

**Results:** Monthly meeting times reduced by 30%. An increasing number of 'structural' disagreements dealt with beforehand, outside the meeting room. Increased credibility on the finance function in the eyes of the operational people. Speeding up of cross-company horizontal projects.

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