

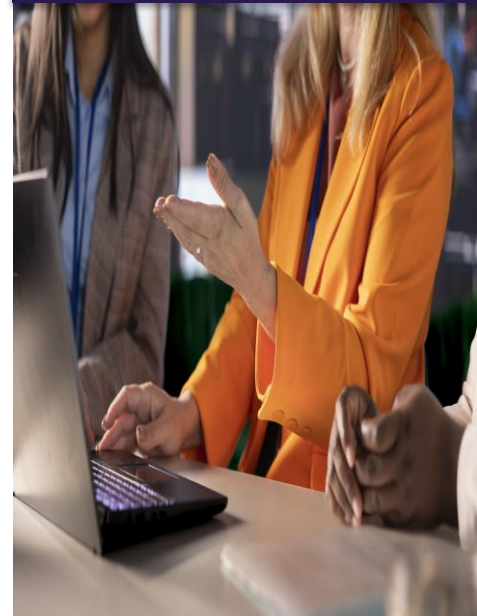
Strengthening collaboration and improvement capability

Supporting leadership, coaching and team development within a complex international energy organisation

TEAM COACHING AND LEADERSHIP

Results

- 1 Stronger collaboration and leadership confidence**
Participants developed greater confidence, self-awareness and stronger collaboration across cohorts.
- 2 Increased internal coaching capability**
The organisation strengthened its internal ability to support improvement through leadership development and reflective coaching.
- 3 More sustainable improvement culture**
Technical coaching evolved into broader cultural and leadership development supporting long-term capability.



Context

The organisation operates across a large international energy environment, including electricity distribution and supply, renewables and broader energy services.

Enapay initially supported Lean Six Sigma coaching before the work expanded into leadership development, team coaching and Black Belt cohort support.

Energy

Leadership development

Improvement culture

Strengthening collaboration and improvement capability

The challenge

1

Leadership and governance clarity

Progress was being slowed by inconsistent sponsorship, unclear ownership and mixed accountability.

2

Communication gaps

Silos and inconsistent messaging limited learning transfer and shared understanding.

3

Technical strength, leadership stretch

High expertise existed, but collective alignment and leadership consistency needed further development.

The shift

The work moved beyond technical improvement support into the leadership behaviours needed to make improvement stick.

Enapay helped leaders and improvement cohorts step back from the tools and look at the organisational patterns affecting progress: unclear sponsorship, inconsistent communication, uneven ownership and different expectations across teams.

Through coaching, challenge and facilitated reflection, participants were able to connect technical improvement activity with the human side of change.

This created clearer conversations around governance, communication, accountability and the leadership behaviours needed to support improvement beyond individual projects.

Reflection

The next phase of improvement was not about asking people for more effort. It was about building more connected leadership: the confidence, clarity and shared ownership needed for improvement to hold under pressure and become part of how the organisation worked.

Want to understand what is really happening in your organisation?
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