

Corporate Turbulence

What is Corporate Turbulence?

Corporate Turbulence describes that time in the life of an organisation when everyone in it – from top to bottom – feels that their jobs and careers are at risk.

It's typically caused by a raft of factors: some external, some internal – and often both. External factors might include rumours of being sold, merged or downsized. Internal factors could include the appointment of a new Chief Executive, a director unexpectedly taking 'early retirement', or even something as commonplace as a major system change.

What are its effects?

In extremes, these can be panic or paralysis. More typically there is loss of concentration on the job at all levels in the organisation, leading to a catalogue of worrying consequences from reduced productivity and lost orders to accidents, mistakes and increases in both absenteeism and customer complaints.

What's the best antidote?

Indisputably, composed, confident and personal face to face communications from key people in the organisation.

But those 'key people' are just as affected by the turbulence as everyone else. So what's needed is a way to help these key players reduce their own reaction to turbulence. Only then will they fully be able to exert the crucial supporting and calming influence on their colleagues.

Coaching offers a solution

Coaching at its best delivers support and guidance from someone experienced, someone who is not involved and can remain capable of objective assessment – a potent asset in the battle against corporate turbulence

Just how executive coaching can play a powerful role in mitigating the effects of corporate turbulence is the subject of Bill Pitkeathley's paper, which is built around a typical case history of a senior executive in a multi-national company wracked by turbulence.