

IS YOUR TEAM READY
FOR WHAT'S AHEAD?



5 signs your team would benefit from coaching during transformation

Transformation stalls in teams —
not in strategy decks. Here's how to
spot the signs before the cost
becomes visible

Swipe to explore each sign →

1 ALIGNMENT

Everyone agrees in the room – and nothing changes outside it

Decisions get made. Actions get agreed. And then the team reverts. Patterns repeat. The same conversations happen in meeting after meeting, with the same outcomes. This isn't a planning failure. It's a sign that the team's surface agreement is masking unresolved tension – and that the real conversation hasn't happened yet.

"What would you say if you knew it was truly safe to say it?"

2

DYNAMICS

The change is announced — but the team is still living in the old story

Restructures, mergers, new leadership — they change the organisational chart, not the culture. Team members carry loyalties, grievances and identities from the previous structure. They're grieving what was lost, or protecting what remains. Until that human experience is met, the new structure sits on top of unfinished business

"What are we still holding from the way things were?"

3

COMMUNICATION

The conversations that matter most aren't happening

Difficult truths are being managed around, not through. Feedback is softened to the point of uselessness. Conflict goes underground — emerging as passive resistance, absence, or sudden escalation. When teams can't have honest dialogue about what's hard, they can't collectively navigate it. The silence has a cost.

"What are we all aware of but not saying aloud?"

4

SYSTEMS

The team is optimising for itself – and the wider system is fraying

Each function protects its own priorities. Handoffs are missed. Other teams feel the gap. During transformation, when roles and accountabilities are in flux, this fractures quickly. A team that can't see – or take responsibility for – its place in the wider system will consistently underdeliver on the things that matter most.

"Who do we serve, and what do they actually need from us right now?"

5

LEADERSHIP

The leader is carrying the team – instead of the team carrying itself

The leader resolves every tension. Makes every call. Owns the energy in every room. The team is capable – but dependent.

During transformation this pattern becomes a bottleneck and a burnout risk. Sustainable performance needs distributed ownership. The team needs to become the author of its own development, not a passenger in it.

"Where are we waiting for leadership – instead of leading?"



NIK

WHAT COMES NEXT

Recognising the signs is the first step. Working with them — together, in real time — is where transformation actually happens.

Team coaching creates the conditions for teams to do exactly that: surface what's real, build genuine trust, and develop the collective capacity to carry change — not just survive it.

www.kidston.uk