



Adidas

Adidas is the largest sportswear manufacturer in Europe and grew out of a family business in Germany in the 1920s. The multinational corporation works with sports footwear, apparel, and accessories. The Adidas brand now includes Reebok, Taylormade Golf, and Rockport. Adidas has around 57,000 employees worldwide, over 10,000 of which are in South Africa.

Business Need

The Financial Director was engaged in conflict with the CEO and Marketing Director.

The Finance and HR teams received the lowest scores on the global employee satisfaction survey on many key levels, including satisfaction with their Financial Director.



Lumina Learning Solution



A development process was agreed for the Finance Director. He started with 12 business coaching sessions, incorporating Lumina Spark, Lumina Leader, and Lumina Leader 360, and then contracted a further 12 sessions.

The Finance and HR teams participated in:

- A two-day team development session on Achieving Excellence
- Individual coaching sessions pre- and post-workshop
- A one-day consolidation and deepening skills session
- Individual coaching sessions
- A one-day team strategy workshop

The Retail Team participated in a team development workshop.

The Business Development Manager went through a business coaching process.

Results

The Finance Director developed emotional intelligence, which he demonstrated in the handling of difficult situations leading to positive outcomes. He also transformed his relationships with the rest of the Executive Committee, especially the CEO and Marketing Director, achieving respectful and positive interactions.

Engagement for the Finance team increased to 91% in South Africa for employees (compared to 88% globally) and 100% in South Africa for Senior Leadership (compared to 74% globally).