

Sheridan Resolutions

Sheridan Resolutions was established in 2006 by Executive Coach, Mediator and Coaching Supervisor, Caroline Sheridan. Helping senior executives and business leaders realise their full potential, Sheridan Resolutions strengthens professional relationships and creates high-performing workplaces through its focus on leadership development, team performance, executive coaching and mediation services to a spectrum of clients in both the public and private sectors. Caroline explains how Sheridan Resolutions is attempting to maintain and improve the fabric of workplace relationships in the face of disruptive innovation.



Caroline Sheridan, CEO

Business today relies increasingly on innovation as the bedrock of its success, and many organisations are not prepared when faced with the disruptive innovation of others. As a result, more businesses are taking proactive steps not just to survive, but to thrive from disruption to their established methods and markets. At Sheridan Resolutions, we meet this challenge by providing innovative forms of leadership that guarantee businesses identify and harness disruption for growth; this includes leadership that is as agile and responsive to the needs of employees inside the company as when considering its range of stakeholders and wider societal impact.

The reassertion of humanity in leadership and team performance

At Sheridan Resolutions, we have found that the most effective leaders, while maintaining a minimum level of framework or structure to retain the appropriate corporate shape, give their staff the maximum degree of latitude to operate within that structure. Leaders who fail to foster this freedom within a workplace soon find that the unspoken rules of the framework inhibit and dominate, rather than expedite, the speed and extent of the change that may be necessary to respond to external disruption or other challenges to the established order. Sheridan Resolutions offers a range of services in this respect, including coaching leaders on their managerial style and developing more effective approaches. We help leaders to develop greater emotional intelligence and behavioural flexibility, and we coach them to make their strengths more productive and to lead with greater authenticity.

Sheridan Resolutions recognises that team performance is vital to drive both individual and collective excellence. A move towards team-based leadership usually requires coaching new leadership styles. Leaders need to know how and when to cede control and, in so doing, to show respect for the differing perspectives and approaches of those who work for them. As a tool to enhancing a leader's agility in thinking and behaviour, coaching new leadership styles also serves to enhance psychological literacy - critical for leading the human side of change and converting scepticism or resistance into receptiveness and commitment.

AT A GLANCE SHERIDAN RESOLUTIONS LTD

- » Headed by Caroline Sheridan
- » Established in 2006
- » Based in London and Dublin
- » Experts in conflict resolution, executive coaching and leadership development
- » 20 associates
- » Awards include Chambers UK, Legal 500, 2017 UK Leading Mediator of the Year and ILM Approved Centre
- » www.sheridanresolutions.com

These are the four areas of service from Sheridan Resolutions:

- 1) Leadership development: to challenge senior leaders to be the best they can be.
- 2) Team performance: to drive both individual and collective excellence.
- 3) Executive coaching: to unlock self-learning and hence maximise potential.
- 4) Workplace mediation: to repair professional relationships and leave organisations stronger.

For example, we worked with the management group of a leading insurance player to equip its leaders with the tools to leverage a diversity of thinking, perspectives and backgrounds in its team members. Leaders gained insights that led to a more collaborative team style and a collective embracing of difference.

We've found that corporate resilience can be built through leaders helping their employees understand and be prepared for the sense of vulnerability inevitable during times of change. To do that, the leader must first take the time necessary to assess and understand where the next source of disruption may come and how it may best be addressed - in effect, since ignoring it is futile, whether to counter it or to adopt it. The leaders' role is to be skilled in having coaching conversations with their people, which in turn expands their thinking and resourcefulness. This is vital because employees increasingly (and rightly) expect to be recognised as individuals, even in the face of sweeping changes, with different needs from, and potential contributions to, their employer. Treated as such, they can make the change. If their needs are ignored, however, they can also break it. Those managers who have developed skills in this area will usually make better leaders than those with very high-level technical skills but less personal or professional engagement with their people. That's why at Sheridan Resolutions we know that investment in leadership development is key to organisational success and why it is one of the four areas that we focus our efforts on.

The repair and renaissance of relationships

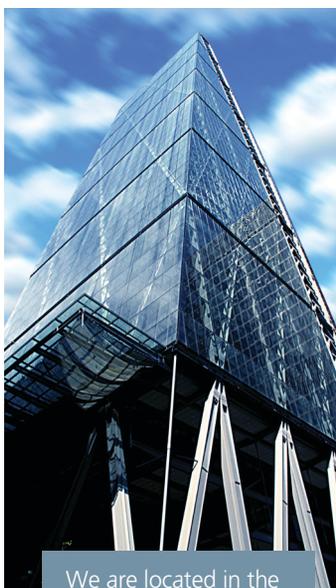
We see a strong case for early interventions in mediation, conflict coaching and facilitation in all businesses we work with. Quality conversations in these sensitive areas at an early stage can resolve issues at source, whilst allowing organisations to move ahead of their competition without the dragging anchor of internal disputes.

They show staff that the business is willing to give them time to be heard, with a genuine interest in resolving things for them amicably when possible. When workplace relations come under strain, for example, mediation may be the best option. But in our view, mediation is still not used as often or as effectively as it should. This is understandable - when we are under pressure ourselves as leaders, it's easier to ignore conflict between colleagues and trust that they will work something out themselves. Mediation affords the opportunity for leaders confident enough to have these early conversations to transform relationships in a wholly positive way, just as coaching unlocks the potential in individuals. Consider the consequences of doing nothing - broken workplace relationships result in poor rates of productivity, engagement and wellbeing, increased workplace absence and recruitment costs. Mediation can mean so much more than repair. Taken to maximum effectiveness, it means the renaissance of the workplace relationships that, especially at senior level, are key to the progress of the business and its ability to cope effectively with external challenges and disruptive innovation.

There are still hurdles in the way of mediation, however, before it becomes the go-to approach of workplace conflict resolution. Sadly, much of the statute law and formal Acas guidance tends to push people into entrenched and opposing positions - fertile ground for lawyers and often devoid of practical solutions. At Sheridan Resolutions, we hope that Acas will give mediation a higher profile in the next issue of its Code of Practice.

Alongside its partners, we offer a unique range of learning options, from day-to-day conflict management to full mediator accreditation and effective approaches in difficult workplace conversations. We offer businesses the means to redress the threat and impact of disruptive innovation. Even in the face of seismic change, it's still possible for leaders to flourish through their humanity.

“We offer businesses the means to redress the threat and impact of disruptive innovation”



We are located in the Leadenhall building