

**Client:**

Royal Mail  
(in my role as Group Property Director)

**Project:**

Group coaching for a newly formed, cross-functional project team, tasked with delivering operational change

**Location:**

Nationwide

**Background:**

In 2021 Royal Mail wanted to take a leading industry position on use of electric vehicles for delivery of mail and parcels. A commitment was made to integrate electric vehicles into the operations and I took the initiative to manage the programme.

**Objectives:**

To assemble and provide the project team with group coaching to create a clear and coordinated plan to successfully deliver the roll out of the programme.

**Challenges:**

- Most of the team members I was able to assemble were in uncharted territory
- The timeframe was tight for the infrastructure roll-out, in particular to upgrade electricity capacities at sites nationwide
- There were challenges around delivering on-site training nationally during infrastructure roll out and ahead of vehicle delivery
- The timeframe was demanding to specify and order the new vehicle fleet and ensure on-time production and delivery

**My Role and Approach:**

I realised that a cross-functional group needed to form to achieve delivery of the programme. There were participants from Fleet, Operations, Procurement, Property, Health & Safety, Finance and Legal.

I was aware of the organisational context and that I had no line authority over most of the participants. I understood that I had to take on a group coach role to enable this cross-functional gathering to perform.

With much to do and to maximise engagement from the group, we met daily for many months. A key objective for me was to create a team with a sense of purpose beyond the delivery of the tasks, which were buying vehicles, laying infrastructure and charge-posts and training end-users.

This 'higher' purpose was relatively easy to find because of the environmental benefits of the programme. Its presence was undeniably a unifying force throughout.

A further requirement of the group coaching role was to create a safe place for learning, questioning and joint thinking. It was also vital for the success of the programme to encourage the inter-dependence between participants.

**Outcome:**

Interestingly the group came to reject self-serving behaviours and accepted the difficulties which team members had in their own areas to achieve delivery.

The programme developed momentum and supported by consultants, delivered a major national roll-out of electric vehicles.