

Leadership Team Cadence

Executive Leadership Team · Management Committee · Programme Leadership



A collective approach to synchronise the team and successfully navigate high-stakes transitions

An independent diagnostic of team dynamics and collective alignment in transition contexts – to synchronise the team, improve decision-making and accelerate execution.

Transition times – a new leadership appointment, the launch of a major programme, a reorganisation, M&A – put leadership teams to the test. **A misaligned team can absorb 6 to 18 months of execution time** before the strategy even begins to deliver results.

Typically conducted over **8 to 12 weeks**, **Leadership Team Cadence (LT Cadence)** gives the leadership team and sponsors **a clear, actionable picture of how the team operates collectively**: alignment, influence patterns, tensions and unspoken issues – the starting point for **an action plan co-built with the team**.

360-degree assessments and psychometric tests map individuals. LT Cadence sheds light on what's happening between them and why – and drives the team to action.

What makes the difference? Irena's **fine-tuned reading of weak signals**. LT Cadence detects **the blind spots and dynamics that standard tools miss – and that directly impact**:

- ✦ Team cohesion and alignment (vision, priorities, trust, collaboration).
- ✦ Decision-making effectiveness (sounder, faster, better-owned decisions).
- ✦ Certain HR and governance matters (roles, interactions, key human risks, recruitment decisions).

🎯 What the leadership team and sponsors get:

FOR THE LEADERSHIP TEAM

A space for candid expression that helps the team **understand itself** and strengthens engagement (everyone feels heard) – creating the conditions for a genuine **collective action plan**.

FOR SPONSORS

An **independent, outside-in perspective** on team dynamics and execution risks – insights that internal processes do not always surface.

FOR THE TEAM LEADER

A **clear picture of what is really going on** – to engage the team more effectively, act quickly on critical issues and build a roadmap without losing months to trial and error.

USE CASES

LT Cadence is particularly valuable in contexts involving:

- ✦ **A high-stakes leadership transition** – when a new leader takes over an Executive Leadership Team or Management Committee (pre-boarding or early tenure).
- ✦ **The launch of a major programme or project**, cross-functional or strategic in nature.
- ✦ **Crisis or heightened tension** within the team (conflict, misalignment, loss of trust).
- ✦ **Change**: M&A / post-merger integration (PMI), high-growth, reorganisation, transformation, business transfer.

*Having lived and worked internationally for 13 years, Irena operates **across languages and cultural contexts**. She captures how dynamics shift across countries, functions and leadership styles.*

Note: *This is neither an HR audit nor an individual performance review. The focus is on how the leadership team operates collectively.*

“I was impressed by the quality and depth of Irena's report. It's remarkable how naturally she immersed herself in the situation and managed to make sense of the many conversations and bring coherence to the whole. Her ability to listen and her perception of situations and people are truly extraordinary.”

Clément Louveaux, Head of Global Business Excellence Transformation, Ipsen

OBJECTIVES (adaptable)

Assess alignment & understand team dynamics

Degree of alignment (vision, priorities, etc.), power asymmetries, decision-making, communication, collaboration patterns, friction points.

Uncover tensions and unspoken issues

Needs and expectations, agendas, feelings, beliefs, misunderstandings, unresolved conflicts, undiscussed topics.

Flag concerns where necessary

Burnout signals, retention risks, problematic behaviours, tensions impacting the broader organisation.

Identify improvement levers

Under-leveraged strengths, individual or collective adjustments, relevant support or coaching tracks.

Drive collective action

Translate diagnostic conclusions into commitments – an action plan co-built with the team, grounded in its reality and fully owned.

Objectives are defined with you ahead of the engagement.

METHODOLOGY (typical)

1 Scoping interview with sponsor(s)

Context, stakes, hypotheses, objectives, key concerns, confidentiality, rollout.

2 Review of key materials

Organisation, governance, priorities, recent context.

3 Kick-off with the team (in person)

Presentation of the approach, objectives and confidentiality rules; open discussion so each participant can commit with full awareness.

4 Individual interviews (~2h, in person or remote)

Other relevant stakeholders may be included where relevant.

5 Analysis, synthesis and recommendations

Recurring patterns, risks, levers; options and decision points.

6 Two-stage debrief and alignment

i. **Sponsor debrief:** written report and in-depth oral debrief.

ii. **Team seminar:** presentation of findings, collective dialogue, and co-construction of the action plan. The team leaves with concrete commitments.

✦ *Following the debrief, individual coaching can be offered to leaders who need it.*

✦ *The LT Cadence format is **flexible** – adjusted to your context and constraints.*

DELIVERABLES

Diagnostic report

Key dynamics, strengths, watchpoints, recommendations.

Oral debrief with sponsors

Typically across 2–3 sessions: deep dives, clarifications, sensitive elements shared verbally.

Team seminar

Presentation of findings, collective alignment, co-built action plan.

CONFIDENTIALITY

- ✦ Depending on the objective, the report may be shared with the team.
- ✦ Individual comments and sensitive matters are shared with the sponsor verbally only. They are excluded from materials shared with the team (report and/or seminar slides).

FEEES

- ✦ A proposal is prepared following an initial conversation, based in particular on team size, expected depth, readout format and timing (urgency requiring an express format).

ABOUT IRENA KAPUSTA



- ✦ Columbia University and ESCP graduate with 15+ years of international experience, combining management roles (multinationals and startups) with senior leadership support (consulting, mentoring, executive coaching).
- ✦ Former Strategy Consultant (Monitor Group), Innovation Executive (Orange Labs UK), Insights Lead (LinkedIn).
- ✦ Cross-sector experience (including healthcare & pharma, energy, environment, transport, telecoms), with strong exposure to technology, data analytics, AI and R&D.
- ✦ Based in Aix-en-Provence, available across France and internationally, in English and French.

Behind every successful transition, a team has found its cadence. Let's talk.

+33 7 85 87 97 65

irena@irenakapusta.com

linkedin.com/in/irenakapusta