

Turning rapid growth into stronger team performance

As CHIC grew, the challenge wasn't simply adding more people. It was making sure a bigger, more complex team could continue to work well together and perform for its members.

THE SITUATION

CHIC (Communities & Housing Investment Consortium) is a collaborative, not-for-profit consortium providing procurement solutions and commercial support across the housing and construction sectors.

Following a period of significant growth, the organisation had expanded to more than 40 colleagues.

That growth brought opportunity - but it also changed the way the team needed to work. New people were joining, relationships were evolving and collaboration across different parts of the organisation was becoming increasingly important.

THE FRICTION

Growth itself wasn't the problem.

The friction was in how a larger and changing team worked together.

CHIC wanted to maintain performance while strengthening communication and collaboration across departments, creating a consistent onboarding experience and helping people deal effectively with the pressures of a fast-moving organisation.

There was capability within the team. The challenge was helping people understand themselves and one another better so that capability could be released.

A capable team isn't automatically a high-performing team.

THE FOCUS

Rather than treating this as a generic team-building exercise, the focus was on the everyday behaviours and relationships influencing how people worked together.

Using the Mental Toughness framework as part of the process, we helped individuals and teams explore:

- how they respond to pressure and challenge
- their individual strengths and preferences
- how different approaches can affect communication
- how greater self-awareness can improve working relationships
- how colleagues can better understand and support one another
- how new starters can integrate more effectively into the team

Individual MTQ assessments and one-to-one conversations created insight, while wider team conversations helped turn that insight into practical understanding.

The aim wasn't simply to give people a profile. **The value came from what people did differently because of what they understood.**

THE DIFFERENCE

The work helped CHIC create a shared language around mindset, resilience and performance.

Reported outcomes included:

- greater individual and team self-awareness
- increased confidence and emotional control
- stronger collaboration and peer support
- a more effective onboarding experience for new colleagues
- better understanding between team members
- improved team alignment

For CHIC, the work has become part of how the organisation supports people as it continues to grow - helping new and existing colleagues understand how they can contribute to a cohesive, high-performing team.

IN THEIR WORDS

“Joanne’s professional and personable approach to executive coaching stands her out as exemplary in her field.

She has supported the CHIC team in understanding and applying real-world thinking to their mental toughness in the workplace.

This has enabled the team to better comprehend how to work as a cohesive, high-performing unit, which is already producing great results for our customers.”

Luke Hurd, Chief Operating Officer, CHIC

THE AQR WAY

Find the friction. Focus on what matters. Measure the difference.

Growth changes teams. Understanding where that creates friction helps organisations focus development where it will make the greatest difference.

Diagnose before you prescribe.

01

UNDERSTAND

Build self-awareness around pressure and challenge.

02

CONNECT

Use insight to improve relationships and support.

03

APPLY

Turn understanding into better everyday teamwork.