Record Nr. UNINA9910830111603321 Autore Mognetti Jean Frederic **Titolo** Out of the Ashes [[electronic resource]]: Tools for Recovering Corporate Health Chichester,: Wiley, 2008 Pubbl/distr/stampa 1-119-20167-5 **ISBN** 1-281-32293-8 9786611322939 0-470-75434-6 Edizione [1st ed.] Descrizione fisica 1 online resource (356 p.) Disciplina 387.7068 658.4/06 658.406 Soggetti Airlines - Management Airlines -- Management Corporate turnarounds Organizational change Corporate turnarounds - Management **Airlines** Management **Business & Economics Transportation Economics** Management Styles & Communication Lingua di pubblicazione Inglese Materiale a stampa **Formato** Livello bibliografico Monografia Description based upon print version of record. Note generali Nota di contenuto Relational Coaching; Preface; Contents; Part I: The Ways of Coaching; Introduction: the paths towards coaching; Chapter 1: From Intake to Intervention: the Outlines of a Profession; Chapter 2: From Stigma to Status: the Growth of a Profession; Chapter 3: From Prize-fighting to

Prizes for All: the Active Ingredients; Chapter 4: From Intervention to Interaction: Relational Coaching; Part II: The Ways of Research; Introduction: the paths towards research; Chapter 5: Coachees Have

Their Say: Which Interventions Work for Us?

Chapter 6: 'I Doubt therefore I Coach': Critical Moments of Less Experienced CoachesChapter 7: 'I Struggle and Emerge': Critical Moments of Experienced Coaches; Chapter 8: Coaches Have Their Say: How to Handle Critical Moments?; Part III: The Ways of Excellence; Introduction: the paths towards excellence; Chapter 9: Training and Accreditation of the Executive Coach; Chapter 10: Continuing Professional Development of the Executive Coach; Chapter 11: Library of the Executive Coach; Chapter 12: Future of the Executive Coach; Appendix A: 80 Critical Moments of New Coaches
Appendix B: 78 Critical Moments of Experienced CoachesAppendix C: Case Study: Tamara; Appendix D: Verbatim Transcript: Ken; Appendix E: Code of Conduct for Executive Coaches; 1 General principles; 2 Code of ethics; 3 Code of practice; Appendix F: Intake Instruments and Checklists; 1 For the recipient of coaching; 2 For the coach; 3 For triangular contracts; Literature; Index

Sommario/riassunto

Take a management journey to the heart of the restructuring of SN Brussels Airlines, sharing the dos and don'ts of Jean-Frederic Mognetti's three years of hands-on experience as restructuring catalyst to the company. In 2002 SN rose out of the ashes of Belgian airline SABENA, witnessing a remarkable turnaround and returning to continuing profits as early as the second year of operations, even going on to acquire Virgin Express in 2005. This was achieved with a modest equity investment of €150 million, 12 times less than the cash that Swiss International Airlines, SN's former sister company, bu