

Momentum Training Solutions

Executive Coaching Case Study



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Situation:

CEO of a large multi-national company, whose parent company is a Fortune 50 company, reached out for Executive Coaching because of the dissention that existed between him and his executive team, comprising of 12 people.

Profile of the Company:

This company provides organizations with data that helps to mitigate risk and increase their insight about customer performance.

Profile of the Coachee:

Engineering degree in Computer Science with a MBA from a world-renowned institution. Has been in leadership positions for 10 years. This is the first CEO position and he has held it for 4 years. Under his leadership the company has grown from 50 people to over 300 and within two years is looking to be more than 1000 employees.

STEP 1: Understand ‘What Is’ and ‘What Should Be’

Two assessment tools were used:

1. MBTI
2. 360 degree feedback

The situation was understood from both the coachee’s perspective as well as the key stakeholders. The ‘What Is’ and ‘What Should Be’ was clearly established.

STEP 2: Understand the gap between ‘What Is’ and ‘What Should Be’

The gap was understood and goals were established that would bridge the gap. Through brainstorming and talking about prior instances a wide spectrum of options were identified.

The coachee’s strengths and weaknesses were explored and as much as possible we tried to use a strength-based approach.



STEP 3: Create an 'Action Plan' to bridge the gap

The areas of weakness were identified and action steps to enhance these steps were laid out. It was clear to both the coachee and the coach that the main contributing reasons for the problem were:

- Unrealistic expectations by the coachee of the executive team in terms of productivity and timelines
- Self-fulfilling prophecy - the coachee did not trust the capabilities of numerous people on his team and so they always performed at the level he expected them to
- Impatient and emotional behaviour of the coachee stopped him from being able to establish the level of trust and rapport that was needed to establish a strong relationship with the team
- Over-communicating caused the team to be confused with the present-day happenings

STEP 4: Hone strengths and skills to effectively implement the 'Action Plan'

The coachee owned these problems after a lot of conversations and repeatedly observing the result of his actions.

He was then intensely coached in the areas of Communication, Interpersonal Relationships, Persuasion and Negotiation Skills, Developing and Motivating Others. He was also encouraged to take a good look at his core team and figure out the basis of the lack of trust that he had regarding their capabilities. If he felt that they could not improve then he was encouraged to replace them. If he felt that he had unrealistic expectations of them then he had to consciously work with his expectations which led to the self-fulfilling prophecy.

Step 5: Sustain momentum through focused application

The coachee after several months of coaching started to show significant progress in the way he interacted with the team. He was able to control his emotions and started



to build healthy relationships with his team. He replaced the people that he thought was not capable to handle the work and had more realistic expectations. He took great care not to over-communicate and micro-manage his team. All these actions started to pay significantly when there was a visible difference in the dissention in the team. The impact on productivity was significant. The coaching is on-going as the coachee feels that some of the new behaviours are still not coming naturally and he does not want to fall back.

Summary

- The intervention laid emphasis on goal-setting; collaborative problem solving; feedback; and supervisory involvement in the completion of critical job tasks
- The coachee also received coaching on personal issues, project planning, implementation of changes, and the probable short- and long-term impacts of his actions on his personal performance and on the performance of his unit. Naturally, all feedback was constructive in nature, and included suggested modifications in behavior where appropriate.
- The coachee acquired several managerial competencies. The coaching program provided an overview of the most important roles leaders needed to enact to increase productivity, quality, and effectiveness within the organization. The coachee learned to identify the roles they he had been enacting, new roles he had to consider enacting, and when the various roles were appropriate.
- Each action step for improvement:
 - had a time-defined beginning, middle, and end
 - had a list of customers (internal / external) who would benefit from its implementation
 - ensured an impact on the work behavior and job performance of one or more of the coachee's subordinates
 - was evaluated to ensure that it fit with the culture and values that would be the pillars of the team's foundation



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- was evaluated against the benefit it would have for the enhancement of individual and organizational performance