



## 1:1 Coaching Case Study 1

### **Specialist Director - Allan - needing to build relationships**

Initially, Allan had not been sure about coaching. In his role as a Technical Director for a leading Telco, he found it increasingly hard to manage the complex range of senior stakeholder relationships that were key to his success. Seen as a specialist, others found him too lost in the detail and it was hard for Allan to influence their key business decisions. He wanted to be more confident when dealing with his senior board, to engage them in debate and influence their thinking, especially as a group. He was also struggling with an overwhelming workload.

Allan's manager supported the coaching. She knew the company could not afford to lose his rare and valuable talent. At this point Allan was seriously considering a career move.

New to coaching, Allan was initially guarded but Joy quickly gained his trust to explore his strengths and potential. Creating a compelling picture of success, she lifted his thinking to a more strategic level. In particular she got him to look at things from the stakeholders view. From this she helped him deepen his understanding and opened up new ways he could get greater influence. In the sessions he explored models and techniques and prepared to put them into practice.

Joy also helped Allan re-gain control of his workload. She enabled him to him to define the nub of his increasingly complex role so he could focus on priorities for the business, delegate more and learn to say 'no'.

By the end of the sessions, Allan had made 'fantastic progress' - a comment from his manager. She could see he was much more in control, confident of his ability in groups, presenting more succinctly, gaining the respect of stakeholder's at the most senior levels in the company. He was invited to participate in key decisions to move the company forward strategically. He also gave his boss the longer-term commitment to stay in his role that she was looking for so his unique expertise was retained.



## 1:1 Coaching Case Study 2

### **New Director - John - 'Some thought he was not up to the job'**

New to the role of Area Director for a global high street retailer, John was keen to use the coaching HR had recommended as part of his 'talent package'. He needed to 'hit the ground running', establish early credibility as the leader of his new team of 800 and meet his stretch targets. In senior circles John had been pigeon-holed as an HQ specialist and had heard some thought he was not up to the job.

Having quickly gained his trust, Joy worked with him to establish a clear picture of success and a plan to get there. She got John to explore and develop his own unique and powerful leadership style, one that would galvanise his people into getting great results. She challenged his thinking, introducing new models, concepts, tools and techniques which he tested in the coaching sessions before using in practice. He now knew precisely what approach to take; he had an action plan and confidence that this would bring results.

Joy regularly reviewed John's progress with him, exploring creative options for him to get the reactions he wanted, particularly from his own Store Managers. John came away from each session enthused to carry out the tangible actions she'd helped him develop.

By the end of the 5 sessions John was delighted with what he'd achieved as a result of Joy's coaching. She had enabled him to step quickly and confidently into his new role, make a strong impact, get his team energised to meet his expectations and win the confidence from the initially sceptical senior board. His trading results exceeded expectations.

Joy had also enabled John increase his self-belief as a leader with the result that he now sees himself progressing long-term, within the company.