



Coaching Case Study #1

Background

To help their company remain competitive in a very difficult and demanding industry, a leading international manufacturing company specializing in suspension components for the automotive industry, had a unique challenge of preparing both their German and American supervisors for effectively fulfilling leadership position requirements. It was determined that, to be successful, a leadership assessment and coaching process was needed to assist future high potential individuals increase their leadership capabilities. The findings of the 360° feedback process and the data from the leadership profiles and management development questionnaires were used to identify personal and team development topics.

Goals

- To identify leadership style goals and career development needs
- To mutually cultivate an appropriate developmental plan inclusive of position competency requirements
- To provide a follow-up process to maintain success

Approach

A leadership assessment and coaching support process was developed that included:

- Exploration of expectations from key stakeholders and coaches
- A leadership assessment that included an initial exploratory interview, leadership competency assessments, interaction style profiles, 360 degree interviews, interpersonal communication and conflict style needs assessments
- Review of the leadership assessment findings
- Development of coaching goals, key success factors and action steps
- Delivery of coaching session
- A mentoring meeting overview for ongoing support

Session length was determined by the availability of the coaches and the coverage requirements of the company. The format and structure of the coaching process was flexible, confidential, highly engaging and interactive. Support material was provided in addition to opportunities for practice through explorative activities.

Each session began with progress made regarding skill building from previous sessions, how the learning was integrated and practiced, and a discussion of opportunities for further skill enhancement. Sessions were spaced so that learning integration could take place between sessions and action plans explored from previous sessions.



Topics covered in the coaching sessions were specific to coaching goals and organizational needs. Core critical success factors to leadership demeanor, collaboration, consensus building and compelling positioning were integrated into the sessions. Skill practice occurred through role-playing based on new position roles and responsibilities, team environment, customer interface, personnel issues and organizational expectations. Since new dynamics occur during developmental interactions, ongoing support through e-mail or phone was provided.

Outcomes

High leadership potential individuals and individuals in existing leadership roles were successful in their coaching process. Many assumed new leadership roles or greater confidence and efficacy in current roles.

Accomplishments included:

- Identification of core capabilities and areas for development
- Acknowledgement of skills and temperament needed to succeed in leadership
- Increased ability to influence and persuade through improved communication and feedback skills
- Enhanced career path realization to meet professional goals

The organizational advantages included:

- Improved realization of corporate strategic goal in succession planning
- Enhanced effectiveness of individuals selected for leadership positions resulting in improved performance, greater job satisfaction and better performance quality
- Increased efficacy of the leadership selection and development process based on position success factors and assessment data
- Enhanced position of the company in a very competitive environment through strong and stable leadership