



Trusted Advisor – Business Growth

Coaching Objective:

To support the new CEO in the growth of the business he had recently taken over.

Coaching Process

Simon had recently taken over as the Chief Executive of a consulting business. He had bought the business from the founders, who had had a strong client based-approach, and were now looking to sell on the business, and retire.

Simon approached the coaching on a referral basis, on the recommendation that he had received from another CEO, who had had a coach.

The process of coaching consisted of validation - Simon took up references of his coach with other MDs and CEOs. It then consisted of joint objective setting, and meeting on a fairly frequent basis, typically once a fortnight. There were frequent emails and contacts in between, and regular telephone dialogue.

Part of the initial awareness and background work was to undertake personality profiling and assessment. Simon and his coach worked through the outcomes from the profiling, to determine the key areas of focus and to provide a structured framework, along with the commercial objectives for the coaching programme for the following six months.

Some of the barriers that were encountered were: Simon had strong client-focused skills, but relatively under-developed leadership ones. He now had a team of circa 50 consultants and a rapidly growing business. One of his other senior investors was an entrepreneur and very much a free spirit, who had helped Simon to purchase the business, but was not necessarily interested in its ongoing running.

Simon and his coach identified key areas, such as team involvement, capability gaps, stretch points, and risk areas for the first few months. They then worked towards how best to bridge these against a background of rapid growth.

In some instances, the coaching was more of a sounding board. In other instances it was more directional or content-driven.

Coaching Outcomes:

A highly successful first 12 months of operation, key leadership gaps were covered and the business was set for further growth.

