



## One of Two for the Top Job

### Coaching Objective:

To work with one of two senior managers in their development to best position them for the Number One role in the organisation.

### Coaching Process:

A bespoke programme built around the individual's needs, Karen had already been highly successful through reliance on her technical ability and her willingness to work extremely long hours and engage her own team fully in the development of the business.

What was evident was that Karen needed to broaden her experience and confidence to operate at a more senior level.

Karen and her coach worked through how best to achieve this and one of the initial actions was to undertake a 360° feedback process. She and her coach developed a number of key questions which were then circulated to nominated individuals internally and externally at the organisation, to enable Karen to get some informal feedback on how others perceived her.

Her coach undertook this work, and summarised it for her, to provide two or three key themes for further development. The main outcome of that work was the increased focus that Karen needed to apply on building broader commercial impact and to change her relationship with the other Divisional MDs from one of independence to more one of collaboration.

### Coaching Outcome:

Karen is now well-positioned to take on the Number One role as it becomes available within the next twelve months.

