



Senior Manager Development

Coaching Objective

David was a senior manager in an organisation where he had been for 10 years. He had worked his way up to the very highest level in the organization and was ready to make the next move, be that in Europe or in Asia/Pac.

The coaching objective was focused on the feedback he had received from an external assessment by occupational psychologists and a benchmarking exercise across the sector. The objective of the coaching was to prepare David for that move, which he hoped to get within the next 12 months.

Coaching Process

The coaching process consisted of disseminating the occupational psychology report and translating that into everyday language. David was a very pragmatic, commercial, direct individual, who valued simple action-focused statements, rather than a wealth of minutiae and detail.

David and his coach identified a number of key areas; firstly around business education, David agreed he needed some strategic input which he arranged with an international business school. Secondly he agreed with his coach the focus should be around his leadership and influencing style, where he and his coach identified a number of objectives.

The process of coaching was a mixture of online, telephone and face-to-face meetings. The process itself was highly bespoke as he spent four months in a business school and was not easily accessible to his own team or his family. On returning from the business school, the coaching process continued again, and focused on what would make a difference to him and how to capitalise on what he had learned.

David faced the challenges of a team who were up and running, and didn't want the boss to "revert to type" and identifying what he might do next to add most value, given his new learning and potential opportunities in the organisation.

David and his coach worked through a very clear action-focused plan, with outcomes and measures, frequent follow-ups and tracking to ensure that things were on plan. David found this particularly helpful; as he is an action-focused manager wanting to ensure that progress was being delivered as the coaching progressed

Coaching Outcomes

David successfully led his new team and didn't revert to type, and was able to take on an additional workload. That then helped him secure the long-term role that he was looking for.

