



## What Next?

### Coaching Objective:

Bill was a very senior CIO in an international business. He had been there for 20 years, knew all the connections, knew all the people and had a very successful track record. However, he was increasingly feeling not only frustrated, but lacking in challenges.

### Coaching Process:

Bill met with his coach to firstly identify if they could work together, and if so, what would they work on?

It took Bill and his coach a while to establish a rapport and to really understand where the added value would come from, but within two or three sessions, a framework emerged which allowed Bill to really take stock of where he was currently in the organisation, and to plan for his future with his own Chief Executive, and how that might look longer-term.

As with many people, Bill found the process of taking charge a very liberating experience, but also one which really challenged his own confidence. Many senior managers in the same position as Bill find that their confidence in the everyday job doesn't translate easily into "taking charge of the bigger picture."

The coaching took the nature of phone calls and ad hoc meetings over a 6 – 9 month period, on a low key basis. This was deliberate, so that Bill could start to get his mind around what he really wanted to do in the next move, and how he wanted to approach it.

Bill and his coach formulated a plan that allowed him to have an open and frank discussion with his Chief Executive about agreeing a mutually opportune time for him to do something different. Bill identified a number of opportunities, both internally and externally, and combinations of both, which he wanted to talk through with his boss.

Bill felt that he had a plan, which he could talk through with his boss, which identified the key attributes of what he wanted to do next. He was sufficiently confident now to have those discussions in the knowledge that any one of them would provide a new and challenging route forward.

### Coaching Outcomes:

With the company's blessing, Bill found an opportunity to move on. He left the organisation and took up a consulting role, creating a charity for orphaned children in Africa. He managed to bring his working life and his personal life back into balance and has now gone on to create a new, refreshing and energising career.

