



## Moving up a level

### Coaching Objective

To support one of two senior managers in their development to succeed as the next COO of the listed company.

### Coaching Process

In this instance the coaching took the form of 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.

She was a well respected senior manager who had an in depth knowledge of her business. However 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. Although there was several personal feedback process's in the organisation she felt they weren't tailored enough for her needs. In response to this Karen and her coach developed a number of key questions which were then circulated to nominated individuals internally and externally, to enable Karen to get some informal feedback on how others perceived her.

Her coach undertook this work, and summarised it for her. The purpose was to provide two or three key themes for further development. The main outcome of that work was firstly the increased focus that Karen needed to apply on building broader commercial impact and secondly was 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.

