



Hemisphere Consulting

PeopleStrategiesForBusiness™

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CASE STUDY

Senior Executive Coaching

Situation:

Company is a world-leading organisation in technology and electronic products.

The company is renowned for the high quality of its international leadership

Coaching is an established process in the business, with individual leaders being given high discretion in selection of coaches.

The request to provide coaching services was triggered by the individual and the organization recognizing that significant and rapid career development had reached a point where the individuals strengths were becoming over-used and that some under-used and neglected leadership competencies needed to be developed.

Coaching Approach:

The client had previously engaged the coach a few years previously to work with his team during a team building process in the context of developing a new strategic plan.

Identified key success criteria for the coachee.

The company had previously arranged extensive 360-degree assessment and the coach was able to work with this information. However, it was agreed that a FIRO-B profile would be arranged as it became clear that the key developmental need was centered on improved inter-personal relationships.

The client requested that the coach personally 'interview' the boss, peers and direct reports. Based on these interviews, conducted using the '*Situation: Behaviour:Impact*' model a feedback report was written and this powerful and impactful feedback became the basis of the development plan.

Result:

The process itself, involving feedback providers in personal interviews with the coach, was a valuable initiative in building momentum around the coaching.

Executive receives positive and confirming feedback about their strengths but also faces up to the potentially career and fulfillment limiting factors in their leadership style, despite their having already reached very senior levels.

A behavioural action plan is developed.