

COACHING THAT CONNECTS STRATEGY TO LEADERSHIP

This mature global organisation was struggling to effect the transformation necessary for its next stage of growth.

Whilst the strategy to enable the transformation had been designed and articulated, there was little visible evidence to indicate that the leadership population was putting it into effect. Their preoccupation was with driving more efficiency from the current business model rather than creating the next one.

Relume was contracted to coach the top 40 leaders (CEO, Directors and Senior Managers). The focus of the coaching intervention with this group was to support them in effecting the business transformation.

We were given the opportunity to coach each individual twice over the course of a year, for 3 hours each time, 6 months apart.

Given the challenges they were facing and the relatively small amount of coaching time available we needed a robust and deep dive process that would enable each coachee to face into their issues and challenges quickly and implement any personal changes with energy, commitment and momentum.

We asked each coachee to do some significant preparation for the first session based on in-depth questions focusing on a number of key areas

- their business context
- their current leadership capability
- areas of personal change
- how they might get into action
- how they might sabotage their progress
- how they liked to learn
- and a wider view of their career and life aspirations

The coaching sessions were intense, challenging and uplifting. Feedback was overwhelmingly positive and real behavioural changes have been observed that have supported the transformation of the business. As a result of working with a large population at simultaneously there were other benefits also realised.

- Organisational and cultural insights were anonymised, extracted and provided as additional data for leadership development.
- Conversations were identified that were needed across the whole leadership population.
- Cross team working was initiated on projects that were stuck.