

# INDIVIDUAL COACHING FOR SENIOR LEADERS

**We were asked to coach a Corporate Communications VP of high potential into a major new role in an area that had been underperforming for some time.**

**Additional complexities with team dynamics and International relations made the task stretching for the individual concerned.**

The initial six months of our coaching contract focussed on helping the client establish a learning focus on critical commercial and press relationships, goals for the department, relationship with the CEO, analysis of breakdowns in the department, personal strengths and personal well-being. We used a combination of face-to-face meetings and telephone/skype checkpoints.

During the second six months of the coaching contract the client experienced a bout of ill health so we worked on creating a recovery plan that ensured he was able to return to work with velocity and maintain momentum in the department.

**At the client's request we split the coaching sessions into:**

- ongoing actions to achieve original goals
- personal leadership learning associated with the role
- emergent issues for examination that may impact the previous two areas

The client's leadership rating is currently exemplary. The reputation of the department has been significantly enhanced in the global business. The team have developed new capabilities through his leadership approach and two have gone on to be promoted in other areas of the business. The client has had no further health breakdowns and has found a workable balance between a high and spontaneous workload whilst raising a young family. This leader is authentically adding value to the business on a daily basis beyond his own departmental area of accountability.

**Themes in this work that also show up in other cases:**

- working with a person of high potential at a time when they could have been overwhelmed by the complexity of the task facing them
- working to enable a leader to be professional and humane in the face of adversity
- building a solid foundation of leadership excellence that is then recognised across the organisation
- generating a sense of resourcefulness and resilience that maintains health and well being through times of extreme stress.