

EXECUTIVE COACHING

Client	Major Construction Materials Co.
Project	Creating a High Performance Leadership Group
Audience	Executive Team/Senior Leadership Group
Location	UK

THE ORGANISATION

A 1500 strong construction supplies business with six UK locations, and a subsidiary of a 225,000-strong global conglomerate, our client held a Leadership Conference to communicate business strategy and identify ways to overcome barriers to its achievement.

THE REQUIREMENT

As a result, a methodology for co-ordinating the actions designed to achieve this vision was introduced to the Leadership Group, and honed through a series of events over the next two years. Two key areas were identified in terms of Leadership Group behaviours:

- **Silo Mentality** – reinforced by reward mechanisms, many leaders focused too strongly on their immediate team and responsibilities at the expense of their wider organisational leadership role
- **Leadership Style** – there was too great an emphasis on a 'command and control' style at the expense of engagement, communication and coaching.

OUR SOLUTION

We provided two integrated solutions. Firstly, we worked with the client to establish Coaching Networks across geographical and functional lines to work on the required behaviours and skills. Beginning with the Executive Team, this approach was cascaded out to the rest of the forty-strong Leadership Group.

Quarterly one-day Coaching Network events, combining an ASK® facilitator's input with an Action Learning Set approach to key organisational issues and projects, were structured on the following basis:

- working with individual and collective agendas on the issues raised by Leadership

- input sessions and practical exercises from a topic menu including: coaching, high performing teams, influencing, leadership and performance management
- using psychometrics and 360 degree feedback to generate momentum behind self-awareness in the context of working together in these groups/teams.

The HR Director and ASK® Account Director annually agreed key themes for the groups, which then prioritised their time to achieve improved performance.

Secondly, where additional individual Executive Coaching was required, we provided independent coaches for the following audiences:

- Board appointees, to support Leadership Group members in their transition to the Executive Team
- existing Board members who were technically very capable without being fully effective in leading others
- identified key talents in the Leadership Group who wished to implement their career development plan
- external Leadership Group recruits, to help them adapt to a new culture and maximise their impact
- members of the Leadership Group with functional roles seeking to enhance and extend their influence.

EVALUATION

Annual Employee Survey results were used to focus the Coaching Networks on particular areas. The following year's survey showed strong improvements across the board, particularly in Overall Satisfaction and Customer Focus, despite workforce reductions.

Participant ratings (on a scale of 0 – 5) showed that, in their opinions, the events 'clarified my role as a leader in actively re-enforcing the right behaviours for delivery of higher performance of across the business' (4.5), and 'helped me to be aware of my influence and impact on others as a leader' (4.3).

**CASE
STUDY**