

EXECUTIVE COACHING ENGAGEMENT

Goals and Outcomes

Following the completion of an EQ-i assessment, the coachee was found to have low self-regard that was inconsistent with the success he/she enjoyed throughout his/her career. In addition, the coachee's DC DiSC[®] style meant that he/she was more prone to listening and processing at executive team meetings versus offering value-added contributions. Finally, results from the coachee's 360° assessment showed that he/she tended to "get into the weeds" rather than empowering his/her managers to deal with daily issues.

The coaching engagement began with the creation of the coachee's leadership philosophy/persona as well as a new set of practices/habits to demonstrate that philosophy. The coachee immediately began operating at a higher level rather than getting overly involved in day-to-day activities. The coachee began to work on the organization versus in the organization (day-to-day activities), leading to the realization that he/she was able to make significant contributions and add critical value to the organization. These insights helped the coachee develop his/her self-regard, leading to increased confidence and comfort being assertive at executive team meetings.

Given the successful results of the engagement, The Center for Leadership Studies has since been asked to coach six members of the coachee's team. When asked why he/she wanted to invest so deeply into his/her direct reports, The Executive VP of Business Operations said, "Our coaching relationship was one of the most meaningful things that has happened to me in my career and I wanted my team to have the same opportunity." Following the coaching engagement, the individual was promoted to the role of Chief Customer Officer.

Position/Title:

Executive Vice President Business Operations

Industry Vertical(s):

Finance

Coaching Focus

- Increase assertiveness and confidence in expressing thoughts/opinions with the executive team
- Move from working in the business to working on the business