

## EXECUTIVE COACHING ENGAGEMENT

### Goals and Outcomes

This coaching engagement began when the coachee stated to his/her boss that he/she had ambitions toward growing into the role of Chief Operating Officer. The coachee was very well respected and maintained a strong reputation as a true problem solver throughout the organization. As a self-proclaimed introvert, however, the coachee's working style was to isolate himself/herself and emerge with an answer. This approach oftentimes led to challenges in getting executive-level support for solutions as no one else was involved in the solution development. As such, his/her goal was to become more aware of the strategic development process and to determine appropriate strategies to support communication and stakeholder integration.

The engagement started by encouraging the coachee to develop a vision statement that highlighted the leader that he/she wanted to become along with a specific action plan to become that leader. The coachee determined that he/she needed to empower team members to collaboratively develop solutions. This led to enhanced relationships with key leaders who now felt a part of strategy development.

As a byproduct of the engagement success, the coachee suggested that the CEO and two direct reports also go through the transformational coaching process. Approximately nine months after the engagement ended, the coachee was promoted to the role of General Manager and was responsible for the largest line of business within the organization.

#### **Position/Title:**

Senior Vice President Business Operations

#### **Industry Vertical(s):**

Telecommunications

#### **Coaching Focus**

- Determine appropriate strategies to support communication and stakeholder integration
- Empowering team members to develop solutions in order to generate organizational buy-in