

## Summary

Client A, a female, had recently been promoted into the MD role in an organisation that was very male dominated and very fast paced and results-driven, particularly at the senior levels of leadership. Whilst competent in her area of expertise Client A's leadership style focussed on quality-driven, considered and supportive leadership executed in a quiet way where results spoke for themselves and where she promoted high team morale and team results. Managing the "large personalities" and "ego's" of the more senior stakeholders and earning her credibility as a high revenue generator as well as technically competent, people focussed leader were key requirements in this coaching assignment.

## The Situation

Client A had been promoted from within the business and had been managing a team that was mainly inward facing. She needed to build strategically-valuable, commercially viable relationships with new income generating customers very quickly whilst restructuring, refreshing and upskilling her team.

## The Coaching Goals

There were 3 key goals:

- To grow the skill set of the newly appointed MD to think strategically and to grow revenue from new customers
- To strengthen her contribution in senior meetings through portraying more gravitas, speaking more concisely and focussing on the numbers rather than the development of people
- To build a team who could deliver the new vision and hit revenue targets whilst undergoing a restructure. Client A was also keen to work with someone who in addition to developing her skill set, would question her thinking and give her feedback.

## Actions

Following a chemistry call, Helga engaged in a diagnostic session with Client A to understand the desired outcomes of the situation, Client A's strengths plus areas of concern/challenge. Together they agreed the objectives, key themes and needs plus the criteria for measuring progress. Using this data, Helga created a tailored made programme which meant that through active coaching the leader was able to:

- Create and then communicate a new strategic vision
- Design and implement a commercial dashboard which drove strategic action, reporting and tracked progress
- Be heard and have more influence in the bigger, louder meetings
- Grow her presence and relationships in the external marketplace in line with profit forecasts
- Develop internal strategic alliances and operational robustness through how she worked with her team and other senior leaders. They set up a number of milestones to measure progress and agreed on a number of tasks for the individual to complete between sessions which were then reviewed and actions taken to improve.

## Benefits and Outcome

One year on the MD heads up a successful business unit that has met all of its first-year targets - something which, at the start of the coaching, the MD and the CEO both thought would be a very ambitious outcome. In addition to growing her strategic skills, the MD has greater confidence and belief in herself which shows every time she gets up to speak.

Whilst there continues to be challenges, she feels more resourceful to handle them than she did previously and uses what she has learnt to regularly coach others in her team and the business.

Feedback from Client A is that they felt that Helga is approachable, a good listener and possesses a calm but positive energy, asked the right questions and offered good insights as well as very practical tools and could empathise and facilitate change.

To benefit from a coaching programme, it is vital that the client chooses the right coach for them, which includes how you feel when you interact with them. You need to be totally honest and work with trust and risk taken in equal measure.

Our coaches and coaching programmes aims are clear from the outset. By developing leadership skills, our Clients have driven up productivity through improved employee engagement, team performance and commitment which, in turn has increased profitability in shorter time-frames. This has created inspirational leaders whose own goals, both personally and professionally, have produced incredible and tangible results.

To find out more about our coaching offering or to speak to one of our coaches please contact us at [hr@chambeau.com](mailto:hr@chambeau.com).