

## CASE STUDY: JOHN

When John's UK-based, American-owned, engineering company, purchased eight executive coaching sessions for him, he was adjusting to the departure of his Managing Director and to a tougher business climate than ever. As a Divisional Director he was experiencing significant pressure to raise his game, and, as a leader, to take a strategic approach that challenged his habitual tactical perspective. His team needed to work more harmoniously together and raise **their** games in a culture that had been built on autocracy and control. The stakes were high and John was weary.

The coaching programme explored the patterns that characterised the development of John's career and his leadership style, and the coach introduced MBTI Step II at an early stage. John began to rebuild his depleted confidence, and he became more able to systematically stand back from the detail to re-assess his priorities. He learnt how to capitalise on the strengths of his reports, to listen to them and to delegate more effectively. He rebuilt his physical stamina and his work-life balance, recognising the relationship between that balance and his effectiveness at work. John rediscovered himself and his capabilities.

A 360° feedback exercise between the 5th and 6th sessions was carefully timed to nurture John's confidence when he was robust enough to absorb and address development points. This exercise was a significant boost for him, and his reflection throughout the programme revealed further insights, sharpened his learning and built his sense of progress.

He observed:

*Having had coaching previously with no real impact, the experience and transformation in me has exceeded expectations, providing renewed energy, vigour and optimism for me and the future of the business. The impact on my team, colleagues and peers has been positively noticeable and the 360 degree feedback towards the end of the coaching programme quite simply blew me away and boosted my confidence to a new level that I thought I would struggle to regain. My talent, capabilities and self-belief to continue to succeed have flourished throughout the process whilst battling against severe industry downturn and recession. Simply, it has put me on the highest platform to build, grow and develop the business in the future.*

His CEO remarked:

*The transformation in [this Divisional Director] over the course of 2012 has been quite simply amazing!*

John was able to see himself in the context of the various systems that formed part of his working life, and create change on the basis of that clear representation. The exploration of areas beyond what he perceived on the surface was new and confronting for him – and yet he felt able to step into those areas because of the safety he experienced in the coaching relationship. In many ways it was the encounter with those very areas that was the engine for change for him, and the impetus behind his discovery and implementation of how to bring the best of himself to the business on a sustainable basis.