

CASE STUDY: ROBERT

Robert, a senior executive, came to LWL's executive coaching at a point when his global FTSE 100 company, which was making fundamental changes to its structure, needed to develop an inspiring vision and develop and implement a new, robust strategy to support it. Robert's role was central to this process, and he wanted a sharper sense of where and how his leadership could deliver best value, and to hone his leadership impact.

Robert's 12 session programme was an expedition towards greater self-awareness and authenticity. He asked LWL to conduct face to face interviews to gain 360° feedback, and he gained insights from Myers Briggs Step II. He built his capacity to bring the best of himself, his competences and his considerable cross-sector experience to the new landscape and to the need to build the organisation's performance at a time of profound change. The programme encompassed an exploration of his challenges and his values, and his personal history and patterns and how they impacted on his behaviours, relationships and thinking. He learnt how to reflect in writing and to create options for responding to complex situations.

At the end of programme he said:

Lindsay watched me drowning and she taught me how to swim. She is challenging, she asks searching questions (whose answers are sustaining), she's thought-provoking, patient and deep. She has coached me to see my strengths and believe in them, and she has given me greater confidence in my ability.

As a result of the coaching programme, I've become more focused and more disciplined. I'm going to plan more, think more before acting, and be more patient in my expectations of other people. During the programme I improved my understanding of myself and my special talents, and I began to recognise why others aren't quite the same and that what is obvious for me is not necessarily so for others. The coaching programme also helped me understand why people react the way they do, and what is hard for them. In the context of corporate benefit, my organisation has achieved a successful outcome in terms of strategic planning.

LWL used the coaching relationship itself as a coaching tool, working in the context of the range of systems that Robert was part of. The coach made careful use of creativity and experimentation. Trust developed fast, in parallel with a curiosity about what was (and what was not) present, which in turn informed Robert's clarity about his options and choices. Change emerged simply out of awareness on many occasions, as Robert discovered more of who he was.

As the programme progressed, and as Robert brought to coaching a range of complex issues, he began to develop a new way forward which capitalised on his strengths and broadened his awareness of how other people functioned. By the end of the programme – and indeed five months after the end of it – he knew clearly what was important to him and felt strengthened in that knowledge. He reported that he was more focused, more disciplined, more reflective and more patient in his expectations of others. He had been able to bring a new approach to the co-development (with colleagues) of the global strategy and found new, more productive ways of working with them to deliver results across cultural and functional boundaries.