

Executive Coaching Case Studies



Case Study 1: Coaching for Behaviour Change

A senior manager from a major international bank was in line for promotion. However, there were reservations about his behaviour in meetings and his ability to get the best out of his team.

Originally a Chartered Accountant, he had many of the characteristics typical of the technical professional. He was intelligent and fast thinking with a sharp analytical approach to issues, admired intelligence in others and believed that he would be rated highly by his line managers if he continually demonstrated his own competence - even if this meant putting others down.

He was intolerant of people who thought more slowly than himself and this intolerance was extended to more senior managers as well as to members of his own team.

There was also a problem with his line managers as he did not see the need to give them reports on his progress, expecting them to trust him to get on with the job.

Impact of Coaching

Through coaching, he came to understand the source of this intolerance and to realise the effect that it was having on his career. He came to see that while people admired his intellect, they feared his sharpness and that his use of sarcasm created distrust among his team.

Following 6 x half day, one to one coaching sessions over a period of six months, he developed a more considerate approach to others. He also took the time to explain himself clearly rather than simply assuming that people had understood and his interpersonal and people management skills had improved significantly. He received his promotion and has maintained the improvements that were initiated by the coaching.



Case Study 2: Developing and Coaching Mentoring Skills

HFI developed and implemented a Mentoring Programmes for one of our clients including the selection and coaching of suitable mentors. The aims of the programme were threefold:

To establish an effective mechanism for sharing technical knowledge
To stimulate and maintain technical vitality within the organisation
To support the technical development process.

Mentors were coached for two days in small groups with the objective of developing specific core skills:

- Creating and maintaining the mentoring relationship - building trust and respect
- Questioning - framing appropriate questions to elicit quality responses
- Listening - giving full attention to the speaker and building on their ideas
- Summarising - giving an accurate account of what has just been said or agreed
- Giving feedback - expressing one's observations with clarity and sensitivity
- Influencing - having a significant effect on what others think or do
- Counselling - providing support which enables people to consider their options
- Coaching others - helping to develop others skills

These programmes were implemented effectively ensuring that vital knowledge is not lost to the organisation when senior technical professionals leave.



Case Study 3: Coaching for Leadership

A senior member of a world renowned consultancy firm was unlikely to make it to partnership level because – in the words of his colleagues – he 'lacked sparkle.' This was a very competent and able individual and found it difficult to understand what the issue was. Through the process of Personal Profiling we identified the problem. He was a very direct and open person who expected the facts to speak for themselves - he did not see any reason to sell either his ideas or himself internally to colleagues as he felt that they 'would surely see the point.' Consequently both he and his successes with clients were overlooked.

Following 4 half days coaching sessions of Transformational Leadership he reported that his colleagues were taking more notice of his ideas and he had been offered a partnership.

Some would argue that leaders are born, not made but we do not subscribe to this view. We have coached many individuals in leadership skills and they have gone on to be effective leaders as a result of this coaching.

Skills that can be developed through the coaching are:

- Inspiring others to perform to higher levels of achievement
- Stimulating others intellectually, questioning paradigms and challenging others to create alternative solutions
- Stretching the individual's ability to take on more responsibility
- Empower people to solve their own problems
- Provide opportunities for followers to become leaders

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Human Factors International provides Business Psychology and Organisational Development consultancy. Since 1983 we have been helping organisations recruit and select the right people, to coach and develop these people and help create environments within which they can function efficiently and effectively.

