



CASE STUDY: COACHING

THE BACKGROUND

A high potential manager is identified as a candidate for coaching post-360 evaluation. This manager had three opportunity areas for advancement, including demeanor in challenging situations, providing feedback to subordinates, and managing relationships in the organization.

THE PROBLEM

Senior manager is identified as future C-level staff, with challenges in relating to others. Organization provided a 360 review which revealed common themes among direct reports that included favoritism, poor communication, and inability to provide constructive feedback when challenged.

THE SOLUTION

We provided bi-weekly coaching sessions, including two in person, and ten remote sessions, after interviewing direct reports both up and down the org. chart. We employed an emotional intelligence assessment rooted in communication and conflict styles to examine different styles in the workgroup, and strategize new ways of relating to others.

WHERE ARE THEY NOW

Senior manager continues to focus on communication skills, schedule and deliver feedback conversations where disagreement is allowed and embraced.