



EXECUTIVE COACHING

- a case study

THE CHALLENGE

Values into Practice were invited to work with an individual client who had been invited to fulfil an 'acting director' position until a permanent replacement was found. The individual hoped to apply for the role so the challenge was to support them to be a success thereby increasing their chance of being appointed.

The individual was generally well-regarded within the organisation but was no guarantee of success. The vacancy was being extended to include external candidates as the organisation looked to appoint the best person for the role.

It was by no means a certainty that the individual client would be successful even though they were Acting Director.

Values into Practice worked with the individual to support them as Acting Director but also to prepare them for the selection process - and whatever happened subsequently.

THE APPROACH

One-to-one coaching sessions over a six-month period began with the identification of 'coaching goals' and what the measurable outcomes would be.

Desired outcomes included an increased level of confidence in communicating with the CEO and other directors as well as how to be an effective leader without compromising their core values. This was particularly centred on people i.e. dealing with conflict constructively, building relationships and credibility with peers.

Each coaching session began by identifying the specific outcome for the session – and the coaching varied in nature depending on the desired outcome.

In line with Values into Practice's beliefs, once the outcome for the session was defined, the approach was to create an environment where the client could find their own solutions.

THE OUTCOME

Not only did the individual client successfully deliver what had been agreed during their time as Acting Director, they also showed an ability to positively manage a number of unexpected and challenging strategic initiatives – whilst maintaining a productive working environment.

The client demonstrated to themselves and others that they had developed more breadth and depth in their approach yet they remained the same person at their core.

And finally, the client was successful in the selection process and was permanently appointed in to the role of Director.