



## EXECUTIVE COACHING

- a case study

### THE CHALLENGE

Values into Practice were invited to work with a Global Head of Service in their ongoing professional development.

They were being asked to grow a relatively new part of the business; however the challenge was around their leadership style which was very 'hands-on'.

In order to be successful this needed to change – a real challenge given their extensive experience in the service they were leading.

### THE APPROACH

Eight coaching sessions were supported by a range of appropriate tools and interventions. This included 360' feedback; an Emotional Intelligence inventory (or EQi) and the Myers Briggs Type Indicator (or MBTI).

Feedback was collected verbally from a wide range of stakeholders and collated into themes. This was shared with the client and used to shape and agree the coaching goals.

Subsequent coaching sessions enabled the client to develop additional perspectives on their leadership, to draw conclusions and to choose alternative behaviours as required.

### THE OUTCOME

The client became more willing - and able - to lead and deliver results through their people. Consequently, their direct reports also became more resourceful in leading their teams.

The client developed a greater awareness of their preferred style and approach and importantly how this impacted on others and the tasks at hand.

The Global Head of Service is now more able to effectively weigh up what is happening in the moment and to choose an appropriate response or course of action.