



INNOVA

## Case 5: Linking Personal Coaching to Organisational Performance

### The Challenge

- A new global business unit post-merger, where the growth targets and expected performance were extremely challenging, especially at a time where there was great uncertainty in the global business environment.
- The management styles and ways of working of the 2 merged businesses represented in the new leadership team were very different.
- Individuals in the new leadership team were highly stretched and in danger of being overwhelmed

### The Solution

- A structured Individual Coaching and Development Programme – working with individuals in a business unit leadership team on a structured, personal development process over a 6-9 month period.
- The programme comprised a series of individual coaching sessions and individual work where the agenda focused on issues of direct relevance to the individual's current role and objectives and also of broader relevance to their personal and career development.
- An initial diagnostic phase used selected profiling tools to help develop closer focus on personal development objectives. This was made more directly role relevant by inclusion of a peer feedback process.
- The diagnostic included a Culture Survey Diagnostic which helped individuals link what they were doing in their part of the business to the overall strategy and direction of the business, and the team's objectives
- Over time the development process evolved to be progressively more self directed with a series of role and professional development related projects led increasingly by the individual.
- This individual development process was augmented by work with the team, both facilitating their business agenda 'on-line' and providing selective inputs and sessions as part of their quarterly management review meetings.



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## **Case 5: Linking Personal Coaching to Organisational Performance continued...**

### **The Result**

- Individuals gained clarity and confidence sooner about priorities in their role, and their plans to achieve them.
- The process got individuals to focus, not only on their part of the business, but how their individual role and priorities contributed to the overall team's objectives.
- Morale and confidence was boosted early on, better equipping individuals to deal with the pressures and circumstances that arose
- Attention to personal development and learning was sustained, linked to business priorities, at a time when there was pressure for immediate results.
- The team performed well in reaching its stretching targets and developed good rapport around its agenda and way of working as a team