

Case Study 1

Executive Coaching To Enable Leaders To Take On Enhanced Roles



Background:

The global knowledge center of one of the big 5 consulting firms had growth exceptionally well in 10 years. The leadership team had managed to build credibility in the services they could provide to the global firm. They had also managed to enhance the spectrum of services that they were providing both in terms of breadth and depth.

The head of the knowledge center felt that his first line had done exceptionally well to bring the organization to this level of credibility and volume of business. He now felt that they were ready to take on enhanced roles within India and globally.

Mandate:

To enable them to take on these enhanced roles he wanted to provide support to them through executive coaching on specifically identified areas of development for them. The company partnered with InspireOne for Executive coaching journeys for 6 1st line leaders towards identified goals.

Solution

The following process was implemented to fulfil the mandate:

- Tripartite conversations between the Coach, the head of the centre and the participants to arrive at:
 - the goals for the individuals in terms of the role they had to develop for and
 - the competencies they needed to develop on in order to perform those roles
- EQ profiling for each individual on the PEQM™ tool.
- Executive coaching process across 6 months which included skill and behaviour development through business related projects, stakeholder management, relationships, communication scenarios and team management situations etc.
- Mid process reviews with the head of the team and critical stakeholders to observe and report progress etc.
- Closure on the process with specific outcomes that each individual was able to achieve.

BENEFITS TO CLIENT

- 2 of the participants moved into national roles with large teams to manage. They augmented their existing technical and problem-solving expertise, with leadership skills and stakeholder management to be able to lead teams.
- 2 team members moved into larger regional roles beyond India. Their roles involved managing teams across countries virtually and also managing and reporting to multiple global stakeholders.
- 2 team members enhanced their executive presence to be able to gain place on global tables to be able to bring visibility to their expertise and augment value for the organisation