

Case Study 2

Executive Coaching For India Plant Leaders Of A Multinational Chemicals Organisation



Background

An American Multinational, manufacturing super speciality chemicals – resins, lubricants and adhesives, had taken over 4 manufacturing plants in India. These plants had highly experienced and specialised functional leaders. They were now required to develop their leadership skills, since the roles as heads of departments now required them to work as plant leaders and not just leaders of their functions.

Mandate:

Inspire One's mandate was to work with these leaders through executive coaching engagements and enable their development on strategic thinking, influencing, stakeholder management, executive presence and collaborative systemic thinking.

Solution

An executive coaching process was implemented as follows:

- Agreement on goals for development with the India head, the head of HR and the participants.
- Contextualisation by the HR head. Feedback from the India head on current state. DISC profiling had been done for all these leaders.
- 4 coaching sessions per leader on their identified goals enabling skills and behaviours required through business priorities.
- Mid process and end process reviews to establish progress on goals via the participant's documentation of progress and feedback from relevant stake holders.

BENEFITS TO CLIENT

- Each participant was able to exhibit and provide empirical evidence of significant development based on the work they were able to do as a result of the executive coaching.
- Competencies like influencing, stakeholder management and systemic problem solving were developed and helped the leaders to problem solve on business issues in the plants.
- One participant was enabled to take on a plant head role.
- Improved executive presence helped India operations visibility to improve on the global platform.