

Case Study 3

Executive Coaching For India Leaders Of A Multinational Financial Services Organisation



Background

World's second largest banking and financial services company, was looking at an intervention for the senior leadership team with ambitious growth goals in place for its forthcoming change phase. The target audience included the Business Head of the captive and 11 leaders from the Senior Leadership Team with 18-25 years of experience. The aim was to develop Emotional Intelligence competencies in order to achieve the following:

- Define and build a common culture for the captive business
- Know, agree, accept and commit to the behaviors expected to be displayed by them
- Own accountability for the Results they create- with respect to Customer, Processes and People.
- Build Individual Maturity– Role model the organizational values and cascade them to teams

What we did

The development solution proposed by InspireOne was two phased:

- Phase 1 activities included - A detailed diagnostics exercise decipher the current state of functioning, administered the Personal EQ Meter© (PEQM) - an online instrument to assess individuals on their Emotional Intelligence competencies, feedback session with an InspireOne Consultant to understand their personal EQ profiles, creation of individual plans based on assessment profiles, a development workshop and Joint action Plans, identified for the team to execute at the workplace to achieve the Desired State.
- In the second phase IDP progress was reviewed and coaching was provided. A second workshop was conducted to present team members a safe and trusting environment to share their PEQM profiles. The intervention came to a closure with the team identifying processes to sustain the positive impact created

BENEFITS TO CLIENT

Individual-

Participants shared examples reflecting positive change in behaviours such as:

- Becoming more accepting of cultural diversities by adopting inclusive leadership style
- Starting 1:1 monthly conversations to understand their team's challenges
- Stretching themselves more at work and taking on more challenges

Team-

The team witnessed changes in their way of functioning through:

- Regular and effective communication
- More focused reviews
- Greater joint accountabilities
- Independent and self-sustained working culture
- Open and trusting work relationships