



LEADER IN TRANSITION

How Coaching Transformed an IT Leader

The Coachee with 20+ years of experience including 6 years in his current company was managing a team of 96 people. His role was undergoing a significant transformation, with the IT function transitioning into an IT services unit with P&L responsibility over the next 12 months. This shift required him to move from a Function Head to a Business Head, focusing on revenue and profit objectives, alongside other financial metrics.

APPROACH

STRENGTHS AND DEVELOPMENT AREAS

The strengths identified from the assessment and conversations with the supervisor were:

- Ownership and Responsibility
- Result Orientation
- Creative Approach

Areas for development identified were:

- Strategic Thinking
- Curiosity and Information Gathering
- Communication Style
- Emotional Intelligence
- People Development

COACHING TO BECOME A BUSINESS LEADER: GOALS AND APPROACH

Several key areas necessitate significant goal-oriented changes to facilitate the Coachee's transition from a highly operational focus to becoming a business leader. The identified imperatives included:

- Engaging in comprehensive information gathering, exploring both depth and breadth.
- Making decisions based on thorough data analysis rather than relying on preconceived notions.
- Prioritizing asking questions over issuing directions when interacting with the team, whether in one-on-one sessions or group meetings.
- Encouraging self-reflection in situations affecting the Coachee's emotions, identifying triggers, and understanding emotional responses.

The Coachee also aspired to be an industry leader and help his organization and customers through technology and data analytics.

Since this was a major change initiative, the 5-box framework was introduced to the Coachee, serving as the foundation for the transition. Spanning over 5-6 months, the coaching initiative comprised six sessions, with the first session focused on providing feedback and determining development goals derived from P10 and Leadership Insights assessment.

The Coachee was also supported with devising a plan centred on his current position and the goals necessary to attain the identified objectives, which included:

- Delegation and People Development
- Gathering and Analysing Data for Change Planning

KEY ACTIONS TAKEN BY THE COACHEE:

- Conducted benchmarking with other units and companies to understand broader business processes.
- Initiated a real project to create a digital platform for online sales, presenting two options: in-house development or collaboration with an external vendor.
- Selected a team member for development, using inquiry-based coaching rather than direct instruction.
- Made conscious efforts to reduce aggression in communication, receiving positive feedback from subordinates.

OUTCOMES

The results were significant. His communication became more supportive and less aggressive, fostering better team dynamics. Benchmarking provided valuable insights, and data gathering tools like PESTLE, Force Field Analysis, and Fishbone Analysis were implemented. A weekly reflection practice was recommended to solidify positive behaviors. By the end, he exhibited a clear improvement in team interaction, openness to external information, reduced stress reactivity, and a greater receptiveness to feedback.

ABOUT US

InspireOne is India's leading consulting firm offering organizational and leadership development solutions. With over 25 years of experience in the consulting domain, we help organizations convert their people and organizational capabilities into corporate value.

Our solutions are developed on the global and researched know-how of our partners - [Tack TMI](#) and [Podium](#).

We deliver solutions globally and in different languages.

We are the recipient of the **Brandon Hall Excellence in Human Capital Award in 2023 – Gold in Best Development Program for Frontline Leaders, in 2022 – Gold in Best Use Of Blended Learning and in 2021 – Silver Excellence in Leadership Development.**

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