

## Coaching a New Leader



### Square Peg Support

The coaching process we followed with this individual was informed by Square Peg's key beliefs about executive coaching:

- Personal change must be put in the context of the company's strategic direction.
- Leadership is an observable, learnable set of practices and behaviors.
- We help participants understand what is expected of them, how they are perceived by others and how they perceive themselves.

Thereafter our approach followed broadly four stages

1. **Setting the stage** - Meeting with the supervisor and participant to set mutually agreed upon expectations and identify what assessment data will be gathered
2. **Assessment /creating a coaching plan (focus on current leadership)** – collecting data from external sources through available documents (e.g. business plans) and interviewing key stakeholders, using several assessments to gather participant's perspective and assess her leadership style. Consultant and participant synthesize data, prioritize needs and create a Coaching Plan
3. **Coaching (focus on future leadership)** - Holding coaching meetings over 1-5 months with higher frequency and intensity at the beginning. Supporting participant as she applies behavioral changes to key business events
4. **Measuring impact** - Sending follow-up assessment survey to key stakeholders to get their views on progress. Meeting with participant and manager to assess impact on participant's leadership style and business results

### Results

**Performance Enhancement:** This new leader has a better understanding of specific ways that she can contribute to business success by leveraging her leadership strengths, building new behaviours and dealing with new managerial challenges

**Enhanced Self-Awareness:** She understands her strengths and development needs and has new insights on management and interpersonal style and executive thinking

**Personal Transformation:** She understands the need for changes in behaviours, values, attitudes, etc. that open up new possibilities for herself and for interactions and relationships with others in the organization.

### The Challenge

*Following the successful completion of a major transformation project, one of the senior functional team members was promoted into a newly created leadership role.*

*She recognised that she would be working in an increasingly complex environment with a broad array of changing business models, stakeholders, and cultures.*

*To be successful she needed to be expert at managing expectations, working within the political framework of a large multinational and pulling together teams to implement the strategies and plans she would set.*

*Our objective was to develop and facilitate a highly focused executive coaching process that would ensure she was poised for success as an expert strategic leader and able to stay one step ahead.*