



## Public sector executive coaching

### Square Peg support

To support the Director General and his team in this process Square Peg was engaged to provide over-the-shoulder executive coaching advice during this time of change. We first identified the drivers that provide the strategic context for any change and the related demands on the Director General's role. Next we helped identify the multiple expectations demanded by various constituencies and got a clear idea of how the DG was perceived by others and how he perceives himself. From here we were able to provide coaching support that linked metrics, deliverables, goals and objectives to behaviours and the tough decisions facing him and the Commission.

### The result

As a result of our support we helped the DG understand and, where necessary, improve the degree to which his current management style influences his ability to maximise his potential and drive greater value for the Commission. Our engagement allowed him to have a better understanding of specific ways that he could contribute to the success of the Commission by leveraging his leadership strengths as well as building new, effective behaviours and dealing with new emerging managerial issues.

### *The challenge*

*A large UK wide public sector commission was facing significant change in its strategy and mandate as a result of a move to devolve power to the Welsh, Scottish, and English parliaments resulting in constantly changing political expectations. Charged with leading this significant change into unknown areas, its newly appointed Director General was keenly aware of the potential unintended consequences of any decision he made to realign the organization to the new mandate.*