

Case Study: Driving Strategy and Team Results

Driving Regional Strategy and Team Performance

The Client:

The client was a high flying and respected Key Account Manager in the Telecoms field. Based on this success she was appointed as Country Head for Hong Kong and Taiwan with specific responsibility for strategic planning, working across departments and driving revenue from a team of Account Managers.

The Brief:

Based on feedback from her line manager, colleagues and team, she was requested to become less operational to allow more time for being strategic and driving business performance. This included increasing her self-awareness to of issues raised from the feedback and creating a plan to tackle them.

Client Goals:

The primary business objective was to drive revenue growth by enabling her to perform as a full and complete Country Head. The coaching outcomes were identified in a series of stakeholder briefings with her line manager and head of HR:

1. Setting strategic direction and creating a vision for her team to follow
2. Being less operational and letting go of former responsibilities
3. Inspiring her team and holding them to account through performance management
4. Developing faster decision making skills
5. Enhancing her personal communication skill set

Action Taken:

During an 18 hour Executive Coaching assignment spread over 10 months, she undertook a 360° leadership assessment questionnaire, which also included feedback from her line manager, peers and team members. This identified a gap between her perceived and actual working style that provided a more scientific platform from which to develop new working strategies and achieve corporate objectives.

Outcomes:

- Increased self-awareness
- Positive feedback on progress made from her line manager and HR Department
- The inclusion of the staff team in strategic planning, which resulted in improved buy-in and faster implementation of initiatives
- Adopting a coaching style of leadership and management
- Improved staff engagement scores
- The creation of an ongoing self-development plan

Post coaching comments:

From the company HR Manager: "We have seen some good improvement in terms of how she drives the local team and aligns them on common ground on business direction and priorities and getting buy-in from the team. She has also made good progress on the employee morale (strong improvement on the annual employee survey results). Thanks for your support in this initiative; I really do appreciate your regular updates on the progress here. Hope to partner with Trevor again in the near future.