

## **CASE STUDY – Building a Great key account team**

### **Background**

Our client, a Sales & Marketing Director for a Utility company, had recently promoted one of his top Sales people to Head of Major Accounts, with a special responsibility for developing the Key Account portfolio. Part of the coaching was to help the new head develop a strategy but also to support him in engaging his team of 25 account managers in its implementation, involving restructuring

### **The coaching approach**

The coach was selected based on his record of success in similar assignments and the new Head's willingness to work with him. Eight sessions, of 1-hour duration were delivered as follows:

Session 1 - 2: Background, Ethics & Contracting for results  
Session 3 - 5: Issue formulation & and development planning  
Session 5 - 7: Implementation & assessment  
Session 8: Review & agreed 'ending'

The coach, who has bona fide coaching qualifications and works to a defined code of ethics (including supervision), delivered the coaching sessions over a six-month period. The sessions were designed to support the client in developing new processes, systems, & skills with this team and to lead them through substantial change, including a change in the unit's culture. The coach was available outside the formal coaching sessions to offer further support, whenever required

### **The result**

The Company was successful in rebuilding their Key Account Management capability. New processes, systems, & skills were developed, supported by the development of a 'can do' cultural. The new head described the coaching experience as 'life – changing. It gave me the confidence to do what I knew needed to be done, and I believe I have gained the respect of my team'. And the S&M Director said ' Phenomenal. I knew he could do it, I just wanted to support him in what I knew was going to be a challenging task and I knew from previous experience the value of an external coach'