

## **CASE STUDY – Nowhere to hide ... understanding self**

### **Background**

Our client, an Operations Director for a Bank, had recently been promoted but told that he had to work on 'softening' his approach, and becoming less 'abrasive' in his dealings with colleagues. He was keen to understand how he could do this whilst retaining his reputation for delivery

### **The coaching approach**

The coach was selected based on his record of success in similar assignments and the willingness of the client to work with him. This assignment ran to 12 sessions, each of 1-hour duration as follows:

Session 1 - 2: Background, Ethics & Contracting for results

Session 3 - 6: Issue formulation & and development planning

Session 6 -11: Implementation & assessment

Session 12: 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 challenge the client's 'mental models' and ways of behaving. A Chartered Psychologist was used to provide selected analysis & feedback. As a result, the client acquired a deep appreciation of 'Self' and his impact on 'Others'. He practiced developing relationships with colleagues, whom he had previously considered to be adversarial. The coach was available outside the formal coaching sessions to offer further support, whenever required

### **The result**

The client retained his 'hard nosed' reputation for exceptional delivery but successfully tempered this with a more 'people – centric' approach, based on trust. Relationships across the division improved. 'I feel more part of the team than ever before. I know I'm a tough cookie; but that doesn't mean I don't care. I just have to show it more'. His MD said 'Incredible, his performance is extraordinary. He used to be the grit in the oyster, now he's the pearl!'