



The Big Blue Box Ltd

A Senior Manager Prepares For Promotion

This case illustrates the significant improvement in self-confidence achieved through coaching for a senior manager with benefits for the individual, the team and the business.

This is a quotation from a discussion with N, a divisional senior manager in a leading Plc as we drew to the conclusion of a coaching project:

BBB: *'Out of 10, what score would you give yourself for your recent performance in your current role and grade?'*

N: *'About 4 I think.'*

BBB: *'OK, so what potential score would you give yourself - in this new role and at a higher grade - as a result of what we have done?'*

N: *'Oh 8 ...seven or eight certainly!'*

The Background

After several years in the same post N had applied for promotion to divisional director but their promotion was 'deferred' – there were some development issues that the Promotion Panel felt should be addressed.

The Process

The process was short and simple. In one session we reviewed the background and context of N's current performance. Previous development activities and performance management, and their psychometrics were all discussed with reference to their current and future roles.

Confidentiality, openness, trust and rapport were quickly established, assisted by the independence and objectivity of the external coach. This enabled N to make an accurate self-assessment of their performance and potential. They took 'ownership' of the process.

To understand their development needs, in a second session conversations with internal mentors were facilitated allowing N to explore their whole approach with current holders of their potential new role.

This allowed N to clearly see what was expected of them and helped them to decide their next steps.

With a pause for some reflection N decided to 'go for it' and an action plan was prepared in a third session. Ongoing support was provided through to the successful panel interview.

The Outcome

After just 3 coaching sessions N could see and feel a huge change in their performance potential. Not only did they increase their self-assessment of their performance by 100%, reassessing their performance and potential from 4/10 to 8/10, but they assessed this potential and performance as 8/10 in the new divisional director position!

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This personalised approach was so effective for N that their behaviour rapidly influenced the performance of their team. Significantly, several of N's senior colleagues and peers had noticed the 'sea change' in them. Their director subsequently requested their own coaching programme. The process also significantly affected the mentors who considered similar approaches for some of their own staff.