

The Crossroads Between Personal And Professional Targets

Sector: Corporations, Institutions, and Government
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Background

A board member of a leading financial services corporation used Carpe Diem Consulting to aid a contentious process regarding personnel decisions.

A high employee turnover was making team work very difficult in his area of responsibility, namely HR. Furthermore, within the board itself discussion was becoming less objective and conflict was rife. Out of ten proposals presented to the board, only one would be approved. Our client felt the lack of cooperation was crippling and limiting their success.



Business Challenge

The executive wanted to be able to resolve inter-personnel conflicts through external coaching, but also to promote a working behaviour conducive to good decision-making. He wanted his team to demonstrate a more motivated and productive working attitude. Furthermore, he wanted them to develop the capability to deal objectively with differences and emotionally stressful situations. Finally, the client wanted to thoroughly understand his personal communication skills, and learn how he might use them to their advantage.

During the target-setting process, it became clear that:

- Underlying conflicts between board members were making working relationships very difficult
- Many HR problems were based on communication and delegation difficulties, and,
- His expectations and those of his employees were different.

How we helped

The coaching process followed the following phases:

Phase 1: Leadership Assessment

- Expectations, desires, concerns, goals, and perceptions of the client
- Psychometric testing to glean information about working preferences, learning and conflict solving styles, as well as the behavioural model used by the client
- Intensive interviews to establish any subconscious behavioural issues

Phase 2: Goal Setting and Roadmap

- Intensive engagement with behavioural aspects of the manager's personality. The manager was presented with a comprehensive picture of his own behaviour which, while highlighting some habits he was already aware of, also confronted him with others that he was entirely unaware. Most importantly, he came to realise how even one aspect of his behaviour could influence the working environment around him.
- Using this as a basis of understanding firm goals for the coaching process were mutually agreed and imbedded in his personal Roadmap to success

Phase 3: Implementation

- Highly focused regular work on relevant behavioural and communication models to address the goals
- Development of strategies for dealing with selected professional and personal dilemmas

Results

Carpe Diem promotes a coaching concept which aligns individual goals with the goals of the company. Only when both goals have been achieved can the coaching process be deemed a success.

Our client achieved the following goals:

- **Cooperation:** From the average approval of one just proposal out of ten, our client finally achieved an average of seven out of ten unanimous approvals of proposals by the Board of Directors. Because of this, products with an annual turnover amounting to tens of millions went to market much sooner.
- **Career:** The executive was asked to take on additional board responsibilities and improved his standing in the company considerably.
- **Team Productivity:** Within 6 months our client had reorganised his team and improved their productivity by 15%.
- **Staff Turnover:** The number of dismissals and transfer requests, which was previously untypically high, declined within a year to 10% below the firm's average.
- **Reputation:** In a 360° evaluation that took place shortly before coaching was due to finish, the board member received much better feedback than the year before.

We would like to inform you personally about our „Executive Coaching“ services. Please contact Armin Krauter.