



## Sample Case Study: High Potential / Onboarding

### *Situation*

This executive has been in this position for approximately six months. He has been steadily promoted and is known as a “rising star”. He works in an international organization and in his new position will handle major new account development. Although he has met and exceeded expectations up until now, he has not managed such a diverse and influential team. His CEO holds the highest expectations for him as he believes him capable of eventually moving into a C-level position yet the CEO has received feedback that this young executive has not handled internal alliances well and has been challenged by the diversity in gender and culture in his group. This executive has been successful in furthering his career yet has not developed a maturity in nurturing others and sharing successes.

### *Challenges*

- To meet executive performance standards as agreed upon with CEO
- To develop awareness of and create effective management practices of multi-generational, cross-cultural and diverse team members, customers, staff and peers.
- To accelerate leadership competencies based on developmental areas as indicated through 360 leadership assessment
- To support the meeting of business objectives as defined by divisional objectives
- To develop strategies for managing new leadership challenges as a result of promotion into a high profile and critical position within the organization
- To institute a coaching relationship where the Client is free to confidentially discuss business or personal issues pertaining to the leadership and management of his department and his personal resources and energy
- To help the Client better manage shifting priorities and change for himself and within his division
- To build practices that enhance personal and professional resiliency and work-life integration
- To evaluate and recommend appropriate models for communication at the Executive level and with key customers
- To enhance influencing skills and relational skills that will result in greater internal support cross-functionally
- To become a model for his own team

### *Solution*

Sophia Associates, Inc. provides a certified, experienced executive coach to work one to one with this executive to accelerate his leadership efficacy over a nine-month timeframe. The client and his coach meet three times per month in person and over the telephone with short check-ins as needed and e-mail support during travel. Additionally, the coach uses The Leadership Circle Profile™ 360 assessment whose results increases the client’s awareness of his leadership strengths and areas for development and provides focus for coaching.

### Results and Outcomes

- During a major proposal, client practices communication and delegation skills that move the team into high gear, holding them accountable while tapping their knowledge and experience
- Developed techniques for showing greater empathy
- Learned to communicate incorporating inquiry to develop the team and leverage best ideas
- Developed patience and listening skills that resulted in better relationships with his team and his CEO and peers
- Became more emotionally intelligent, getting buy in on his ideas and influencing key decisions relating to corporate strategy and key accounts and sales
- Learned to handle gender and age issues between himself and his team members
- Invited innovative thinking by creating open environments for information and idea sharing
- Able to set clear expectations and create an atmosphere of accountability
- Built awareness around resiliency issues and better connection to friends and family and relationships outside of work that can sustain him emotionally and spiritually
- Created "real-time" self-observation practices and exercises to immediately experience new results while replacing ineffective behaviors

*"Within the seven areas of performance management that drove the greatest business results, the number one area we would like to highlight is coaching. Interestingly, this is a new area of focus for management and leadership, and is taking on a life of its own. Organizations are finding that internal and external executive, management and leadership coaching can drive tremendously high business results."*

~ Bersin & Associates research

The top three findings in a recent report issued by Bersin & Associates found that:

1. The corporate talent squeeze is real and painful
2. The number one talent problem facing organizations is a gap in the leadership pipeline
3. Performance management and coaching offer the greatest opportunities to drive business impact

An executive coach provides unbiased support and challenge to executives newly in the role or coming into leadership positions that help them be more effective, build their personal resiliency and develop their leadership from the inside out. The client gains a collaborative learning partner and the organization gains a strategic leader.

Call us now for a complimentary, confidential consultation.  
Sophia Associates, Inc. associates contribute their experience as leaders and working with leaders in private industry, non-profit and thriving organizations.

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