

Coaching Case Study

Learning the art of effective team communications and meeting management

THE BACKGROUND

- The organization is a French multinational pharmaceutical company engaging in research and development, manufacturing, and marketing of pharmaceutical drugs.
- Leader, Head of Global Medical Affairs.

THE CHALLENGE

- Team members and leadership concerned about the excessive number of team meetings and its impact on stress / workload on team.
- Additional concerns included inability of leader to adequately define and communicate each team members' roles and responsibilities.
- Leader required insight and self-awareness into these challenges, and a proactive plan to address them.
- She also was facing the challenge of enhancing her active inquiry and active listening skills.

THE OBJECTIVE

- Improve team functioning and, thereby, reduce team members' stress.
- Identify and implement appropriate number and frequency of team meetings.
- Clarify and communicate roles and responsibilities.
- Ask open questions and listen actively regarding team concerns and potential solutions.

THE SOLUTION

- 360 assessment interviews
- Regular individual coaching sessions with client.
- Conversations with manager and HR sponsor at start, midpoint and end of coaching engagement.
- Observing client running 3 meetings and providing feedback to her about them.
- Developmental action plan.

THE OUTCOME

- Reduced number and frequency of meetings in response to discussion with individual team member and the team as a whole.
- Clarification and communication of roles and responsibilities.
- Significant improvement in her capacity to ask open questions of team members during meetings.
- Improved listening and responsiveness to team members' concerns, including appropriate adjustment of meeting frequency and identification of roles and responsibilities.