

Coaching Case Study: Developing Emotional Intelligence

THE BACKGROUND

- The organization: R&D Clinical Development
- The coachee: AVP, Clinical Development

THE CHALLENGE

- Challenges in cross-functional relationships
- Tends to avoid providing consistent feedback to direct reports
- High ego strength
- Seasoned physician scientist and Subject Matter Expert, with deep clinical development experience
- Client claims a knowledge of limitations, but has low need to change
- Segments of global management team had limited regard for this manager's style

THE OBJECTIVE

- Create new awareness around personal impact in interpersonal communications
- Mitigate "need to be right" mentality
- Fine tune executive presence
- Improve and manage listening skills, talk less, and manage conflict
- Demonstrate respect, create inroads to better quality cross-functional exchanges
- Inspire and exhibit positive influence on others
- Enhance active listening, providing and asking for feedback
- Display greater empathy

THE SOLUTION

- Coach conducted targeted assessments and 360° feedback to raise awareness of interpersonal impact and identify strengths, risk factors under stress, and conflict management style
- Developed emotional intelligence profile
- Coachee practiced agreed upon goals in live real work settings (providing timely feedback)
- Focused on strengths and management of development areas with greater discipline
- Provided timely feedback and recognition

THE OUTCOME

- Coachee came to realization that other points of view exist
- Better-managed interactions while holding back own viewpoint
- Enhanced creativity, positive feedback around evident changes
- Internalized concept of managing strengths vs. overusing them
- Committed to listening more and talking less
- Received feedback that attentive listening is positively impacting meeting outcomes
- Demonstrated greater executive presence in stressed situations in cross-functional work teams