

Coaching Case Study: Setting Boundaries and Building Accountability

THE BACKGROUND

- The organization: Global Pharmaceutical Company
- The coachee: Chief Compliance Officer

THE CHALLENGE

- Coachee is trusted, likeable and technically competent
- Needed to be more of a leader, have more executive presence, be more assertive and hold people accountable

THE OBJECTIVE

- Increase influence and visibility to senior leadership
- Step back from doing things others should do and hold staff accountable
- Become more self-aware
- Create a systematic way to disseminate information
- Enhance executive presence and leadership skills by gaining confidence and communicating with authority

THE SOLUTION

- Coach conducted ten face-to-face 360° interviews
- Coachee was recorded during a meeting for analysis
- Role-played situations with senior management that might be problematic
- Read articles and watched TED talks
- Engaged in self-observation exercises

THE OUTCOME

- Manager reported coaching was a 'huge success'
- Coachee confidence was visible
- Became viewed as a prominent, positive influencer at the highest levels of the organization