



Targeted Coaching

Overview

Employees:
13,000+

Industry:
Technology

Challenge

Although detail-oriented and results-driven, Jim, a vice president of operations in the high tech field, was turned down for promotion due to his management style. Jim intimidated others with his direct and abrupt style of leadership. He criticized frequently and was overly competitive with peers, alienating them when he needed their collaboration. Though technically proficient, Jim simply was not a team player.

Solution

Working with his current and former bosses, his HR partner, a PDI coach, and the results of a 360-degree process, Jim quickly gained insight into the obstacles standing in the way of his promotion. He and his coach set clear goals for the coaching engagement and actively involved his current boss and HR partner. They helped keep the coaching on course and provided valuable feedback about how well Jim was applying the lessons of coaching to the workplace. This ongoing feedback became a powerful reinforcement for the newly developed behaviors, as well as a reminder to switch course if he wasn't achieving his desired results.

Results

About three months into the coaching engagement, Jim was promoted. The promotion, however, required him to share the position with a long-term peer, with whom he had been intensively competitive. Jim's greatest fear was that coaching would take his edge away and soften him to the point where he would no longer be competitive. His coaching partners were able to help him realize that he needed to collaborate and redirect his competitive energy toward the real competition—in the industry. By collaborating with his peer, Jim and his colleague were able to win business for their organization.

In addition, morale within Jim's unit improved dramatically. His staff members were no longer afraid to volunteer ideas in public meetings, and several innovative and cutting-edge products and solutions were developed. With Jim's new skills and perspective, and with the help of his team, the organization was able to improve its position in the marketplace.