

## **Organizations & Team Case Histories**

### **Reset organizational strategy and team alignment & Coach in new leadership**

A fitness services company was transitioning leadership from founder and owner run to a new senior management team. Over the course of a year we coached the founders around life transition issues moving them to a new oversight role of the company. We worked with the management team to coach them from managers to leaders. We assisted in the authoring of a new strategic plan and we conducted mid-level management team facilitation to enhance communication and build buy-in to a new strategic and operational strategy for the company. On-going work is being conducted to build metrics around strategic alignment and coach employees to new levels of performance.

### **Transition to new leadership / Assist executives in transitioning to new jobs**

A sales executive was brought in to lead a North American sales team. We conducted a work style assessment and interviews with the team to elicit cross-functional issues. We then conducted facilitations to educate the team on team dynamics and relate their styles to their productivity. Additionally, strategic issues were addressed in these meetings and next steps were articulated to build rapport within the sales team as well as across the operational, manufacturing and customer service departments and create greater strategic alignment. Coaching work continues to trouble-shoot communication and strategic issues with the senior management.

### **Create cross-functional alignment/ Improve team performance/ Assist organizations & teams in strategic planning & execution/**

The President of an industrial fabrics manufacturer was challenged by an uncertain financial future after enduring bankruptcy and calls for unionization. We conducted a series of work sessions with top and middle management to: 1) clarify the strategic goals, 2) build team consensus behind the goals, and 3) articulate work plans and budgets for the proceeding 3 years. The process increased cross-function buy-in and communication around the company strategy and the action plans were adopted.

### **Reduce senior team discord and increase communication/ Mitigate cross-departmental silos and creating unity of vision**

A senior management team was experiencing a high level of discord and resulting inefficiencies due to the inability to leverage expertise across this silo'd organization. We conducted organizational interviews to identify key organizational issues and dynamics and outlined these issues with HR and the COO. Coaching was conducted with a senior management team member to work on style issues and troubleshoot some difficult political interactions.

### **Analyze product viability and assess customer concerns**

A manufacturing maintenance company developed a technology product that was slow to be adopted in the market place. The senior management charged us with understanding product viability and customer concerns. We conducted industry interviews and secondary market research. Our findings confirmed the viability of the product and outlined clear recommendations for product and customer support modifications to assist in speeding market adoption.

## **Executive Coaching Case Histories**

### Resolve communication issues

An employee at a media company was struggling with communication issues related to her fast-paced need for results in a risk-averse organizational culture. We conducted style assessments that helped her see not only her style, but also the style of the individuals around her. We build strategies for flexible communication styles in order to accommodate those around her. We then worked with her staff and facilitated a half day session that opened the door to communicating in new ways for the team as a whole.

### Leadership Development

This executive managed billions of dollars in government contract sales. He was entered into a leadership training program, but was not fully motivated to address his fast-paced-ends-justify-the-means style. We worked with him in debriefing assessments and then presented him with a paradigm that motivated him to focus on the people. We asked, "Did he want to be a leader or a brilliant sales tactician?" He repeated that question 3 months later in follow-up work as the pivotal point for him to turn his attention to bringing people along and providing professional development them to eventually succeed him as he rose in the company leadership.

### Outplacement coaching assisting executives in transitioning to new jobs

We provide executives with a full portfolio of tools and coaching to make the transition to a new position. Often employees need to move on as they are not a fit for the needs of the company. We assist them in defining their strengths and capabilities, searching the opportunities that fit, and in the process of interview to negotiation.

### Teach skills such as networking

A senior executive had been told by his HR department that he needed to network across the corporation. He was not moving forward. We discussed the issue and uncovered that he didn't "get the point of it". From there we set out professional development and career advancement goals and integrated networking into his plan for moving forward.

### Develop political savvy

A client was a young executive overseeing the US division of an international company. While he was skilled at his job he struggled with the peer and senior relationships across the firm. His opinion was "I don't play politics". By exploring the definition of politics and the negative and positive elements of that we were able to build skills of politically savvy and smart people approaches that aligned with this executive's values.

### Develop effective communication with their teams, management and clients

A COO of a broadcast company was concerned about the discord on his senior management team. There were significant power struggles among the team executives who were observed to be withholding resources and information to other divisions, promoting gossip and rumors about other executives and blocking the success of one division for the benefit of another. SLS coaching and consulting conducted an organizational 360 on the divisions that were of concern and focused executive 360 input on one executive whose contribution was valuable yet not well communicated or able to thrive. Clear organizational development areas were established from the 360 and recommendations were made to the COO. The executive was coached for 9 months on how to sustain and work with the negative political environment and to modify their communication style. Today the executive thrives in the organization and the senior management team continues to improve their cohesiveness.

### Establish strategy and vision

Strategic planning is only as effective as its execution and too many good plans are developed and then sit in the drawer. One of the primary reasons is that next steps aren't clear and executives may not know how to translate that plan to their division or functional area. SLS Coaching & Consulting has worked with executives in diverse industries to help articulate strategic next steps and lead from a strategic vision. Support is provided in educating the executive on the meaning of strategy and in the process of implementation. Facilitated team work is conducted with executive's teams to help build the action plans and generate enthusiasm and buy-in from the staff.

### Advance their careers

An executive that had worked in government and private sector and then earned an MBA from a top 20 business school was concerned that his career while doing well may not be on the right track to provide him with a clear path to success in the future. He hired SLS Coaching & Consulting to help identify his strengths, articulate his value in the market place and support him in building a professional network and understanding of the marketplace. We coached together over the course of several years and three jobs. Transition coaching assisted him in accelerating his success in each new position and leadership coaching assisted him in affirming his value wherever he worked. Today he holds a senior position at the Federal government and feels he has continued to build his value in the marketplace and learn and develop with every new opportunity.

### Resolve communication and behavior problems

A high performance executive was experiencing negative feedback on their communication style. SLS Coaching & Consulting conducted a 360 to hone in on the specific areas of concern with colleagues, outside suppliers and staff. An assessment was conducted to identify the communication style. These assessments were debriefed with the executive and a 9 month coaching engagement assisted this executive to develop new communication strategies and build stronger relationships across the organization.

### Reduce stress and implement balance in their lives

SLS Coaching & Consulting assists executives in reducing stress and building balance while making them better performers. Executives under stress don't perform up to their potential. Operating from fear or from a need for speed to just get things done is less effective. One executive we coached in a professional services firm found that by applying more rigorous scheduling around strategic thinking time, email management and staff face-time he reduced his stress and became more effective. Another executive wanted more time with her family but was convinced it would mean a less influential position in her firm. With coaching she successfully negotiated flex-time and has been promoted to the top of her organization for excellent sales performance.