

Corporate Executive Coaching – A Real Life Case Study

At the beginning of a coaching engagement, the executive coach is presented with some basic facts and background information similar to the following overview:

The Client

A senior executive in a Fortune 50 consumer products company.

Presenting Issues

- Berates team members perceived as less committed.
- Makes all decisions, does not involve managers.
- Received negative information from subordinates, peers and management on a corporate-sponsored 360 degree assessment.
- The team thinks the client's promises to change are not real.

Planning the first meeting and developing a coaching approach requires knowledge of coaching tenets and process as well as experience in coaching deep (similarly situated clients, that is clients in the same career level, same career choice, same needs, etc.) or coaching broad (the volume of clients represent a wide variety of circumstances, roles, industries, etc.).

Successfully coaching the client through a series of meetings, developing homework assignments, meeting the client “in the moment,” deciding on coaching objectives, addressing presenting issues, uncovering hidden needs, gaining the client's trust – all of these unfolding mysteries and more are why coaches are passionate about coaching.

If this case study was a real life coaching assignment:

- What questions would you ask in the first meeting?
- How would you end the first meeting?
- What questions would you ask in the third meeting?
- How would you help the client identify what he/she contributes to the situation?
- How could you “reveal” the client to him or herself?
- How would you help the client design a supportive environment for change?
- What paradigm shift(s) are needed and by whom?
- What breakthrough thinking and ways of managing does the client have to achieve?
- How will you measure success of the coaching engagement?

This real life coaching case ended successfully through the hard work and of the client and the expertise of the coach. Successful coaching requires planning, follow-through, opportunities to coach for growth and development, and designing a supportive environment.

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