

### **Situation**

In an Automotive business based in the Midlands, the Managing Director recognised that there was conflict amongst the management team. One individual, with excellent skills and experience was dramatically underperforming in his role.

### **Task**

Gary Lacey was asked by the Managing Director to improve the overall team performance and work on a one to one basis. This was needed to ensure all the executive team achieved their full potential and were able to deliver the businesses growth plans. This was to be a six month project based on both team workshops and individual coaching

### **Action**

Gary met with each executive individually and discussed their personal profile, individual needs and personal situation.

He was able to elicit full engagement in the process and set the agenda for the next sessions.

He then conducted a number of team workshops focusing on:

- 1) The Organisations Vision, Mission, Values and desired Culture so these were clear unambiguous and accepted by the team.
- 2) A SWOT analysis of the current organisations position to identify the key improvement projects that were required to deliver the business plan objectives
- 3) Develop the improvement project charters and identify the project manager from the executive team who would be responsible for delivery of the project. Explain the DMAIC process to provide the structure and help with delivery of the targets

He then started the one to one coaching with the individuals working on their personal development plan, setting goals and objectives. Working through their individual needs as identified from the initial assessment and the personal development plan. Using a wide range of Neuro-Linguistic Programming and Techniques for Change tools alongside skills development modules the executives have been supported along the way to achieve their goals and realise their personal improvement projects.

### **Outcomes**

The executive who was causing particular concern managed a dramatic improvement in performance after two one to one coaching sessions. Focus of the first sessions was on improving personal communication and managing the boss.

As a result of one of the improvement projects initiated from the coaching programme over 10% material savings have already been secured to help reduce operating costs and increase profitability.

The executive team is working together much better, there has been a realignment of responsibilities amongst the team with far better structure. The team are now exceeding their targets set out in the business plan.