

Executive Coaching - Case Study 3

Situation

In an SME specialist engineering business based in the North, the Managing Director recognised that he needed help to delegate more, grow the business and reduce his personal stress.

Task

Gary Lacey was asked by the Managing Director to act as a sounding board for business issues and support the MD with a more structured approach and with the development of the executive team.

Action

Gary met with the MD and together they developed a new organisational structure for the business. The structure was designed to provide better senior support for the MD and enable the business to grow to the next stage in its development.

Gary was able to develop the job specification and measures of performance required in these senior roles.

In one of these roles for a new position of Works Manager the MD identified a number of internal candidates but was concerned about friction and resentment arising from an appointment. Gary worked with the MD on the selection process and acted as an independent assessor for the assessment process.

The interview and selection process went so well that the best candidate was identified and the other candidates were fully accepting of the appointment.

Gary has subsequently worked with the Managing Director on the approach to dealing with regular reviews and managing senior staff.

Outcomes

The new organisation is in place and the Managing Director has now engaged Gary to help coach and develop all the executive team.

As a result of the coaching the MD has a more structured approach with his staff and to his business which has also helped to reduce his personal stress.