

The Leadership Company Coaching Case Study

Client: A major Fortune 500 company

Business: Diversified manufacturing, sales, marketing, distribution

Challenge: To accelerate the development of leadership skills at all levels in a facility within 90 days of the appointment of a new Director

Strategy: Developed and facilitated a 360° feedback process, coupled with one-on-one coaching, to create a measurable positive impact on leadership capabilities (as perceived by employees)

Tactics:

- Interviewed managers to identify their goals and self-perceived development needs
- Interviewed managers' supervisors and peers to gain their perspectives on the managers' strengths and development needs
- Conducted focus groups of employees reporting to each manager to complete the 360° data gathering process
- Used self-assessment instruments such as the Myers-Briggs Type Indicator (MBTI), to discern each manager's natural leadership style and preferences
- Conducted half-day on-the-job observations of each manager
- Synthesized input from interviews, focus groups, self-assessment instruments and observations to target areas of leadership development leverage for each manager
- Reviewed the findings with each manager individually and helped them set leadership development goals
- Surveyed employees concerning the effectiveness of their manager before, immediately after and 6-months after the coaching process

Results:

- A survey within one month of completing the process indicated that 75 percent of employees perceived an improvement in their managers' leadership skills
- A survey six months after the process revealed that $\geq 85\%$ reported an improvement in their managers' leadership skills.