



## Case Study Coaching is the Most Powerful Development Tool for Senior Management

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At the end of 2006, the MD of an organisation called in a coach, to discuss the development of his management team. After turning the organisation around from poor performance, the team had reached a strongly performing position again. These positive results were expected not only to continue, but to grow significantly. The MD knew that his team needed to move up a level, shifting their thinking from the operational day to day, towards a more strategic level, in order to reach the stretching new targets.

He asked the coach to work with each member of the team individually once a month. In addition, he asked them to sit in on the management meetings and suggest ways for the team to operate more effectively as a group.

The coaching sessions were different for each individual, based on their own starting point and management style. Some existing Belbin team roles analysis was supplemented by a more in depth psychometric analysis (Insights), which was also used as a team building tool.

One year on, the team had indeed met their stretching targets. Despite one of the team being on maternity leave for six months, the team was strong enough to allow the MD to take up a part time role in another area of the organisation.

Using the Return on Investment calculation, the organisation had gained a 900% ROI on it's coaching investment. Of course, it is impossible to say what the team would have achieved without the coaching programme.

The MD is convinced that coaching has made a major contribution to the organisation's impressive results; ***"I am committed to continuing with the coaching programme. I know how much I value the coaching sessions and I get consistently positive feedback from the management team. Even as the pressure on costs and budgets grows, this will be the last thing to go."***

**\*\*STOP PRESS\*\*** "A Buyers Guide to Business Coaching" has just been published.  
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