

EXECUTIVE COACHING FOR LEADERSHIP EXCELLENCE

A CASE STUDY



ABOUT THE COMPANY

- An ISO 9001:2000 Certified Co.
- Provides integrated products and solutions for customers in the field of
 - Optical and GPS based Surveying
 - Aerial photography Photogrammetry
 - Cadastral mapping
 - GIS
 - High Density laser mapping
 - Construction and Mine machine automation, portable CMM, etc.
- A world-class Calibration and repair facility in Gurgaon
- Offices at Dehradun, Gurgaon, Noida, Mumbai, Ahmedabad, Bangalore, Chennai, Thiruvananthapuram, Hyderabad and Kolkata



BRIEFS TO RDI

- The assignment is basically for the senior management team operating from the corporate office and other key regions.
- The senior managers are stable, loyal and sincere people who have grown with the business over the years.
- Now that the company has been acquired by the global industry leader and in the wake of increasing competitiveness globally, it is critical for managers to evolve accordingly.



BRIEFS TO RDI

AREAS TO BE NOTED:

- Need for team work and coordination
- Narrow departmental focus i.e. concerned only with one's own function/ department
- Operating within comfort zone, sense of complacency
- Having risen from the ranks they are very well grounded & quite sound technically but there are managerial and leadership competency gaps
- Common loose talks and negative comments which may not come from any malicious intent but nevertheless can significantly contribute to create negative culture in the organisation.



LEARNING OBJECTIVES

1. Deepening of self understanding
2. Motivating them to set out on a journey to discover their own strengths and uncover their true leadership potential
3. Developing 1 or 2 identified leadership competencies
4. Discovering and unleashing the potential of people they are managing

PROGRAM FLOW_BRIEF

- First of all, take every one through a structured assessment process - self, others & psychometric profiling.
- Then to determine one or two key leadership behaviours from each participant to work on.
- Training & coaching for improving the agreed critical behaviours.
- Encouraging and helping each participant to cascade the learning process by designing and delivering a training and coaching programme for their team members.
- Another round of assessment after to find out if any & how much improvement has happened.



SERIES OF
1-TO-1 COACHING
&
GROUP SESSIONS ON
IDENTIFIED TOPICS

DURATION & TIMEFRAME

- Spread over 10-11 months, the programme involves Workshops and 1to1 Coaching Sessions for each executive/manager
- 90-120 minutes per manager per session
- 6-7 hour group workshop per session

SOME TOPICS FOR GROUP SESSIONS

- How to coach and develop a team
- How to understand team members
- How to manage and counsel troubled employees.
- How to manage conflicts
- Art of Business Writing
- Persuasive Presentation Skill



FACULTY

- A team of at least 3 trained assessors / consultants/ trainers involved though all of them were not present in all the sessions and visits.



BENEFITS

1. BETTER CLARITY ABOUT SELF AS A LEADER
2. WORKING ON IDENTIFIED DEVELOPMENTAL AREAS/COMPETENCIES
3. GREATER SELF AWARENESS LEADING TO GREATER SENSIVITY & BETTER TEAM WORK



More info about Session 1 & 2



SESSION – 1



OBJECTIVES OF SESSION-1

1. To draw out felt issues, understand mind-sets & to help deepen self understanding of participants
2. To identify strengths and development areas for each individual as also for the group
3. Setting the ground & building rapport for the leadership development programme that would include group workshops as well as individual coaching sessions.

DAY-1 OF SESSION-1 COVERAGE & METHODOLOGY

- Psychometric profiling & multi-dimensional assessments through Psychometric Test
- Aptitude Test.
- Case Study
- CZ
- Presentations by participants on certain given issues
- Problem Solving Games
- Sociometry



DAY-2 OF SESSION-1 COVERAGE & METHODOLOGY

- Understanding and using situational leadership approach
- Looking at different problem situations and finding a way to select a leadership style appropriate for each situation
- Role playing, management games & fun activities



SESSION – 2



SESSION-2 OBJECTIVES

1. Mirroring to the participants
 - what they are,
 - where they are, and
 - what they need to improve
2. To sensitize participants on overall leadership skill based on what emerged from the earlier sessions
3. To pick two key leadership behaviours to focus and work on.

DAY-1 & DAY-2* OF SESSION-2 COVERAGE & METHODOLOGY

- Confidential no-holds-barred 1to1Session to discuss feedbacks from
 - Psychometric profiling
 - Expert observers
 - Subordinates & peer group
- Both written & verbal reports to be presented to each & every participant
- Start working on individualised Self Development Programme (SDP)

DAY-3* OF SESSION-2 COVERAGE & METHODOLOGY

- Group Session on
 - Leading From The Front – Modelling & Accountability
- Group Activity on leadership using appropriate case study, Role plays, & management games



SUBSEQUENT SESSIONS

All subsequent sessions to consist of:

- 1-to-1 Coaching Sessions (4-5 individual sessions per day & No. of days depend on group size)
- Day-long Group Workshop