

Coaching Case Study

Cultural Alignment Solutions (CAS)

Action Based Leaders™ Coach and Development Process



Main Players:

National Manufacturing Company

HR Corporate Division approved Scope of Work to be implemented with CAS and regional Facility

CAS worked with onsite HR Director and Plant Manager –

Designated client - Division Production Manager – 50 + -year-old manager, with more than 30 years seniority

Core Opportunity: In a changing culture, our client was leading in the old “command and control” style. It was apparent that anger, frustration, and his way of being were keeping him from more success. Due to an incident, the company is choosing to support him with coaching and written goals to which he must change and adhere to.

Goal:

- Help our client to understand his way of being currently and what his blocks are
- Help our client shift to a new way of being where his emotions, anger and frustration are lessened and controlled.
- Assist our client in becoming an Action-Based leader who holds his team accountable, empowers others while allowing them to do their own work and trouble shoot, all while leading from a place of trust and heart

Process: We moved into a 3-month coaching process with the client and immediate retaining leaders (HR Dir and Plant Manager). First step: foundational and baseline assessments for this project were as follows:

1. Energy Leadership Index Assessment and debrief
2. MHS – Emotional Intelligence and debrief

Once assessments were complete, client received a comprehensive debrief where opportunities were discovered and discussed.

Our direct client was given weekly Practice and Ponder exercises and we met for one on one coaching twice monthly. Additionally, we met with HR and Plant Manager once monthly.

Results: Our client immediately understood why they were coming to coaching and realized they did not like their way of being. They developed a keen awareness and hyper sense of responsibility in the workplace and how it was not their responsibility to carry out all hands-on actions. Their job was to empower and mobilize their team to “do” and “be” successful. Our client learned to prioritize their time and take responsibility for their true job, by focusing and empowering others. Most important, our client was able to understand what triggers their frustration and anger and how to come to a place of dealing with stress/frustration in a healthy, productive manner. Client also shared of “past” practices that were acceptable then, but no longer acceptable. He saw the reasoning and was able to move on. Client recognized themselves as “NEW” and was so much happier with their new way of being. Client recognized that even though the coaching was for work, it developed a new way of “being” personally in both home and family life. Through meetings with HR Dir. and Plant Manager, even bigger results were achieved. It was recognized that overall communication was not healthy between HR and management. Their relationship and communication style were coached and has since improved. They also recognized that leadership comes from the top and moves down. They must be at their personal best to expect the best. They must choose to have a healthy plan for communication and model it. After 3 months, HR and management were communicating in a healthy manner, our client was able to manage emotions and anger. Our client was confident and able to empower their supervisors and overall team. Client learned to get curious and seek understanding first. A true win- win for all.