

Case Studies - Corporate Leaders assignment examples

Case Study 1: Senior Regional Manager of international legal firm

The What – to help redress a challenging situation and restore performance

The Why - confidence had plummeted and reputation as a high potential on the edge

The How – employed an experienced Executive and Leadership Coach

The Senior Regional Manager describes what happened:

In a period of diversification and change, I was given responsibility for a region in Europe where the company was not known and had no profile, where the market was saturated and commoditised and margins were under intense pressure.

It was made clear to me, previously a top sales performer, that my job was on the line if the numbers were not delivered. In this high pressure and uncertain situation, the coaching sessions allowed me to address fears and worries. Halina helped me identify skills and tools to restore self-belief and confidence in order to win new business and to develop an action plan to succeed.

Result: The results were significant with a direct impact on the bottom line: margins increased by 25% and the client exceeded target by over 32%, earning the company millions of pounds in revenue. I was significantly promoted and moved to a different department within the business.

Senior Regional Manager of international legal firm

Case Study 2: CEO of major UK Charity

The What –

The Why -

The How –

CEO describes what happened:

Speculating, I applied for and to my surprise was appointed as CEO of a major UK Charity. Surprised because I had no experience of being a CEO previously. How did I do CEO? What did I need? I was beginning to feel a failure so early on in this role. I felt isolated. I felt unsupported. My team wasn't a team. I was desperate as I really wanted to make a success of this opportunity.

I was recommended to seek the help of an Executive Coach who was also a Leadership Coach by a fellow CEO. And that CEO colleague recommended Halina Jaroszewska as a that coach who he asserted had significant breadth of experience, knowledge of how challenging it is for new leaders in post and someone who with respect would enable me to work out how to grow into this high profile role. And he had worked with her with great outcomes. All it took was a phone call and what she called a chemistry session for me to decide this was the coach for me. She was and more than helped me fulfil my expectations. It was the first of a series of my decisions that paid off handsomely.

I was successfully coached through this transition into the role of CEO, the challenges of a financially difficult period and how to develop the most effective corporate culture within the top team. I began to use a coaching approach with my management team which improved co-operation and teamwork. As a result, a high-profile fundraising event was organised by the team which raised a significant sum of sponsorship and refreshed the organisation's profile. I was delighted with how by implementing small

changes big things were able to happen. My confidence gradually increased building strong foundations with Halina's support and I realised that from being in a blind funk to start with that by raising my game I was becoming the sort of leader that I was proud to be. It was the process of designing MY leadership style in fact how I would want a leaders to be for me that was the tipping point.

Result: Based on this success I then went on to develop successful best practice with the Leadership team, confidence to delegate and trust my team to raise their game too. We started to think bigger and bigger to the benefit of the organisation. As a team we developed resilience and collaborative working style.

CEO of major UK Charity

Case Study 3: High potential team of banking sales professionals

The What – raising the game of successful sales professionals to become superb sales professionals

The Why – making their number and closing sales was good and needed to shift to the next level

The How – a bespoke day workshop focusing on Transformational Conversations

The team's manager describes what happened:

My challenge was to help this team of top achievers to improve their performance through transforming their conversations to deliver more effective communication with colleagues, managers and clients. Everything I had tried had some effect yet not quite the effect that I desired. Following attendance at a workshop run by Halina Jaroszewska for our Women's Network and seeing the great results and changes that she managed to achieve in just 2 hours I knew she was the coach to get this team of outstanding sales professionals to raise their game significantly.

We worked solidly for 6 hours around breaks of course and everyone was amazed at what we covered. We looked at how to transform the conversations we engaged in with clients. Focusing on asking questions that would give information; listening intently to what the client said rather than whisking them through the form; developing the conversation from what the client had said and getting clarity rather than making assumptions. We practiced and practiced. We learnt lots. We made plans. We agreed accountability. In fact we connected with an energising perspective which shifted something imperceptively. It was that as their manager I could actually see them getting their mojo back; reconnecting with what made them our high potential sales professional team in the first place. All it took, and that's an understatement, was 6 hours of being excited, challenged, supported and made to feel really special..

Result: A major outcome was a shift from unconscious to conscious competence – becoming aware of effective ways to operate and the impact this had on people and targets. At the follow up call a month later one participant reported back that it had been the best month of his career business-wise with a quadrupling of business written. Other participants gave similar reports and stressed the value of the simplicity of discovering that listening was the key to success. What a ROI indeed

High potential team of banking sales professionals

Case Study 4: Senior Management Team of lawyers' post-merger

The What – Appraisal Process – to be more efficient, effective and actioned

The Why - to integrate the different approaches and styles to have a consistent approach

The How – worked in 2 groups over 2 sessions each

From feedback following the workshops this describes what happened:

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Working in two groups with 18 lawyers from the Senior Management Team post-merger over a month the primary aim was to discover a common understanding and language around the appraisal process. The objective was to develop a broader set of skills and approaches in their roles as appraisers. The participants in each team made for very different conversations emerging. What was clear was that in each group wanted to create an agenda that resonated with themselves so redesigned the content. It was felt that a first step was to overhaul the appraisal process and appraisal form to make it more user friendly. They took ownership of the process.

As a result, the company's appraisal programme was redesigned by this team within 3 months. There was a significant shift in willingness to engage in the appraisal process; communication was improved; a greater awareness of the importance of the process in professional development was generated. Attitudes to direct reports improved – all of which made for an effective process. There was developed a better understanding of the value of a good appraisal process.

Result: The outcome was that 50% more appraisals were completed on time, with outcomes and actions that had a positive impact on business development.

Feedback from Senior Management Team of lawyers

Case Study 5: Head of Learning and Development of national accountancy firm

The What – challenges with managing direct reports and changed role

The Why - client was struggling to survive

The How – worked with an experienced Executive and Leadership Coach to develop strategies

Head of L&D describes what happened:

Coaching was my lifeline as I was really struggling with challenges in managing direct reports as well as considerable changes in role due to company merger.

It took several months working with Halina to think through what was happening and more importantly why. To take a cold hard look at how I might be creating the challenges and if not creating them not helping to resolve them. That was the tough part for sure. Did I nearly give up? Yes on several occasions however Halina was there walking alongside me on this challenging journey supporting me, reminding me of all the good stuff that I did and how to subtly shift by making sometimes infinitesimal changes that to my amazement had significant effects and results. I grabbed everyone of them and made sure I practiced and tried them out to see what the results would be. Always to gather the evidence is Halina's motto to chart progress. Am I glad I didn't give up? You bet ... it was the best investment of time on my part and financial investment on the part of the company ever.

Result: At the end of the coaching programme I reported that I had achieved 100% more confidence in my approach to direct reports. I was clear with them and that meant they had clarity re their objectives. Of course, I used the coaching approach gained from working with Halina to great effect. We worked, my direct report and I, going forward as a team which made us so much more resilient, agile and effective.

The significant insights I gained included clarity over how my role could develop and the potential for choice in how that could be achieved. The result has been a split of working week between the central and regional site which has improved efficiency and generated innovative ways of working.

Head of Learning and Development of national accountancy firm

Case Study 6: Senior Leadership Team of national publishing company

The What – implement a coaching programme across all departments

The Why - to support senior leadership in challenging roles to have a more effective impact

The How – team of coaches working with about 8 clients each over 6 months period

Feedback at the end of the coaching programme describes what happened:

Coached eight members of a national publishing company in a wide range of areas including team management, the impact of acquisitions, managing expectations and perceptions and dealing with the constant pressure of being at the cutting edge of the industry and maintaining that position. Each client's coaching programme was bespoke to them focusing on their particular desired outcomes and goals. Their 360 feedback was debriefed which revealed areas to work on that were identified by the company.

Result: This project resulted in improvements in profile perception, more harmonious team meetings, more efficient communication and reduced stress levels in dealing with constant deadlines. Production increased as a result of more effective planning, increased awareness of how teams operated and listening to what was needed in the company.

Senior Leadership Team of national publishing company

Case Study 7: Vice-President of international manufacturing company

The What – Leader new in post to role and team

The Why – to support a newly appointed Vice-President to take leadership to next level

The How – chose to work with an experienced Executive and Leadership Coach

Vice-President describes what happened:

Being newly appointed as Vice-President so a new role and a new team I knew that I needed support to make the most of this opportunity to further my career. I was fortunate to be part of a farsighted organisation who appreciated 100% the benefit of investing in a Executive Coach for me who was also a Leadership Coach. My coaching programme was for a 12 months period.

My priorities were clear otherwise I could feel that I might sink under the workload and pressure to perform. They were being able to manage the workload and improve people management skills. I worked with Halina for a year. There were ups and downs of course because often what I was being challenged to consider, to do, to let go of, to change were well outside my comfort zone. Somehow, I kept making the next appointment and even better turning up for it and even better still having done what I had set as my homework.

Persistence, definitely, pays off. My team started to notice the difference so did my colleagues. I started to notice the difference too which was such an extraordinary thing. My leadership 'muscles' as Halina calls them began to be honed and show definition, they became resilient, agile, consistent in style, they became my coaching approach. My Brand of leadership gradually became me, integrated into me. My team was always inundated by requests to join. That pleased me and my team.

Result: The results included sales targets being met consistently and business volume up by 40%. In addition, I was selected for fast track promotion which subsequently led to being headhunted for a significant promotion within the legal sector of the parent company. And my dream goal come true - selected for fast track to the Board. And all because of investing 2 hours a week for 12 months. Thank you,

Halina – I know you say I did it all myself however without your unconditional partnership it would have been a very different story.

Vice-President of international manufacturing company

Case Study 8: Senior Leader - influencer in tech industry

The What – design eventual exit strategy from a highly pressured sector

The Why – wants to change behaviour as currently drowning in workload

The How – chose to work with an experienced Executive Coach and Leadership Coach to hold to account

Senior Leader describes what happened:

My workload is huge. Everyone regards me as the expert and wants my input on everything it seems. I feel that I have to do everything myself to get it done to my standard. I know I don't like making decisions on the spot, so I am guilty of procrastination. I find it nearly impossible to say no. I get very cross when things aren't done when I want them by.

I was clear that I wanted my coach to push me, to make those muscles work, be stretched as I feel I am only achieving 80% of what is possible. I want to change behaviours and approach so I informed my coach. To be able to switch off at the end of the day and actually have time with my family in the evenings and at weekends.

That all started well until my coach perceptively suggested that trust might be an issue. That I might not trust my team, my colleagues which made me stop and reflect. This led on to how to approach colleagues, my team, my work in a different way. Look at it from a different angle which might help me get what I could see as potential in my team to become fulfilled. Delegation is very hard for me so it was stretching those muscles to shrieking point and using patience that I never knew I had.

I have a challenge that of managing two disparate departments – gradually I began to see how I could do that and create my dream teams in both. Rather than doing it for them I worked hard at using the right questions to find out how they planned to do things and then not jumping in with my way. So hard.

A better life – work balance would be good. My coach succinctly commented that it was my choice and in my hands. How to get my buy-in first and then my team to buy-in so that we work more effectively and efficiently and co-operatively. I kept coming back to what my coach had challenged me on which was trust.

Result: it's all a work in progress. Sometimes if I am honest it all flows smoothly and at others I slip back. However, I can see the progress I have made and that is what counts. The change in my mindset and the change in my team and colleagues. It's remembering that there is no I in team, that I am not the only one who can do everything. So a work in progress is a good result.

Senior Leader – influencer in tech industry