

Coaching Case Study: Strengthening Executive Presence

THE BACKGROUND

- The organization: Global Pharmaceutical Company
- The coachee: Physician and Team Leader

THE CHALLENGE

- Coachee came from academia into pharma as medical team leader
- Recently promoted, with different skills needed to succeed
- Very soft spoken, often appeared introverted and unsure of her ideas, and had inappropriate outbursts

THE OBJECTIVE

- Enhance confidence, executive presence and step up to a leadership position
- Reduce emotional reactions to feedback
- Build higher levels of self-restraint
- Be able to influence and become more visible to senior leadership

THE SOLUTION

- Live 360° interviews
- Feedback report
- Design of a coaching plan, which included activities such as role playing, calculated speaking up at meetings, and listening to TED talks
- Self-observation exercises conducted weekly
- Coach sat in on early development meeting to observe executive presence and leadership skills
- Meetings with coachee, coach, and manager at mid-point and at conclusion of engagement

THE OUTCOME

- Manager saw a more confident, self-controlled and relaxed individual who had grown into her leadership role
- Manager feels leader is ready for the next step
- Coachee is more confident and has more visibility with executive leadership at meetings