GCG

Global Coach Group
Lead for Good



HOW LEADERSHIP COACHING MULTIPLIES RESULTS THROUGH COWORKER INVOLVEMENT

A TRANSFORMATIVE JOURNEY ELEVATING LEADERSHIP AND BUSINESS PERFORMANCE

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Coaching Top-Level Leaders Shaping the Future

Reinvigorating leadership and taking the organization to new heights using the power of executive coaching is an idealistic scenario for executives in the throes of leadership issues and highly competitive business dynamics. Yet, the following case illustrates a real-life example of how a U.S.-based multinational company, operating in the non-food segment of the Fast Moving Consumer Goods (FMCG) industry, faced a perfect storm of challenges in their markets and organization. Amidst this turbulence, the company harnessed Global Coach Group's (GCG) highly effective Triple Win Leadership Coaching. Combining executive coaching with a clear focus on measurable results, GCG's unique approach enabled the company to navigate formidable barriers and empower its leadership to achieve sustainable success. The following executive coaching journey resolved leadership challenges, organizational issues and sparked a culture change while accelerating growth and performance.

Case Overview

Program:
One-on-One Leadership Coaching

Industry:
Consumer Goods

Results Preview:

80% increase in profit per employee

32% increase in sales per employee

30% increase in profit margin

30% reduction in overhead expenses



Confronting Complex Challenges to Restore Leadership Success

With a rich history of growth through organic expansion and strategic acquisitions, the company struggled in many domains following the departure of its long-serving CEO, followed by a rapid succession of ineffective leadership. The new CEO, Ricardo, an internal promotion, inherited a legacy of economic headwinds, poor business performance, low employee morale, and inadequate business processes.

Unintimidated by the business due to years of experience, he mapped out the main challenges faced by the company's leadership, acknowledging the need for courageous change in their leadership culture. Seeking strong support for the level of change required, Ricardo engaged GCG to enhance leadership effectiveness and outcomes measurably.

Poignantly, he recognized the need for long-term support as the changes required needed to be swift yet sustainable in both implementation and impact. Therefore, understanding the partnership with GCG would take more quarters of engagement as opposed to less.

Intentional Engagement to Boldly Move Forward

Ricardo and his leadership team faced a daunting list of pressing business issues that required effective and decisive leadership (see illustration). With the help of GCG's expert guidance, they included leadership coaching as an integral part of their change approach. They knew that taking charge also included taking responsibility for what they could control within their respective roles and including their coworkers to cocreate plans for success with challenges outside of their organization's control. Their partnership with GCG became increasingly valuable as they tackled these issues head-on with clear action plans as part of the coaching.

Ricardo and his executive team adopted a more entrepreneurial approach to their roles. By fostering a mindset of innovation, calculated risk-taking, and proactive problem-solving, they were able to break free from the cycle of responding to problems and get creative about moving forward. Their time spent receiving coaching from GCG empowered the executives to embrace change and pursue excellence collectively while addressing their pressing issues.



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New Competitors Entered the Pest Repellent & Control Market Segment

80%
Reduced demand for Food Packaging products due to media impact

50%
Of the executive team left or was replaced

40%
Profit decline in Seasonal Products category

40%
Increase in raw material costs

25%
Staff reduction based on redundancy program

25%
Cost Reduction target for marketing

25%
Cost-effectiveness improvement goal across the supply chain

You Can Manage
What You Can Measure

The journey began with leveraging feedback to help Ricardo and his team focus on two high-impact development areas that would benefit themselves, their coworkers, and overall business results. This strategic focus aimed to address the critical roadblocks the business faced head-on.

Ricardo, as CEO, took the lead in the coaching process. To gauge the effectiveness of current leadership styles and behaviors, a comprehensive 360 feedback assessment and in-depth interviews were conducted. The feedback provided the CEO with invaluable insights from across the organization, highlighting both his leadership strengths and areas for development, as well as those of his executive team. The feedback revealed that the CEO excelled in achieving personal and business goals, characterized by a grounded personality, self-confidence, optimism, clear vision, personal integrity, and discerning judgment. However, several conflict avoidance tendencies were noted as areas for improvement. Coworkers expressed a desire for him to engage more robustly in leading execution, taking calculated risks, supporting new ideas, and empowering his team. Guided by this feedback, the CEO's leadership growth areas were defined as:



- Coaching and supporting others to achieve their objectives
- Exhibiting more entrepreneurial behavior

By focusing on these areas, the CEO could lead more proactively, involve others early on to secure buy-in for the journey ahead, and leverage his strengths while working effectively with people. This strategic shift was designed to not only enhance his leadership effectiveness but also drive better results for his team and the organization.

With his focus established, the next step was to use GCG's feedforward approach, actively involving coworkers in the leadership coaching process to drive change. By collaborating with coworkers to cocreate change, leaders fostered confidence, empowerment, and accountability at the individual level, while reinforcing and expanding positive change across the wider organization. Remarkably, initial results were noticeable within just six weeks.

Ricardo leveraged feedforward suggestions from coworkers to create his action plans, intentionally addressing roadblocks to the organization's success. This collaborative approach enabled the development of action plans aimed at addressing critical issues and streamlining processes involving his executive team and other coworkers. Within weeks of implementing his action plan, Ricardo began to notice positive changes as coworkers embraced his leadership focus. The transformation was driven by a clear and structured cadence involving his coworkers.

Facilitating this cadence, the GCG coach played a pivotal role in unlocking the potential of executives and their teams, shaping a culture of sustainable growth and development.



Monthly Feedforward Collection

Every month, his team shared their feedforward suggestions with Ricardo, ensuring a continuous update of insights and recommendations for further improvement.



Coaching Sessions and Action Plan Sharing

Ricardo used these suggestions in his coaching sessions to update his leadership action plan and share it with his coworkers, fostering transparency and accountability.



Quarterly Follow Up

This consistent involvement of coworkers in creating change was coupled with a quarterly follow-up process that measured the impact of their action plans on leadership effectiveness, team dynamics, and performance results. Encouraged by these tangible results within a few months, Ricardo and his team continued fine-tuning their approach each quarter.

Measuring Success To Foster Growth

Throughout the coaching journey, Ricardo and his team remained committed and engaged, leading to significant improvements in his leadership. By focusing on coaching his direct reports and adopting a more entrepreneurial approach, Ricardo demonstrated strong engagement and support, enhancing his ability to connect with people both personally and professionally with a friendly, warm, and trusting style.

Along the way, Ricardo needed to continue boosting business results. This was necessary to reinforce success and increase organizational motivation and commitment. Ricardo also needed to address less effective behaviors, such as adhering to conventional thinking, avoiding risk, and reluctance to embrace diverse opinions. With GCG's expert guidance, he began taking calculated risks and exploring new ideas.

The CEO initiated biweekly one-on-one empowerment meetings with each executive team member to review business issues and progress, leveraging his supportiveness, motivational ability, patience, and persistence.

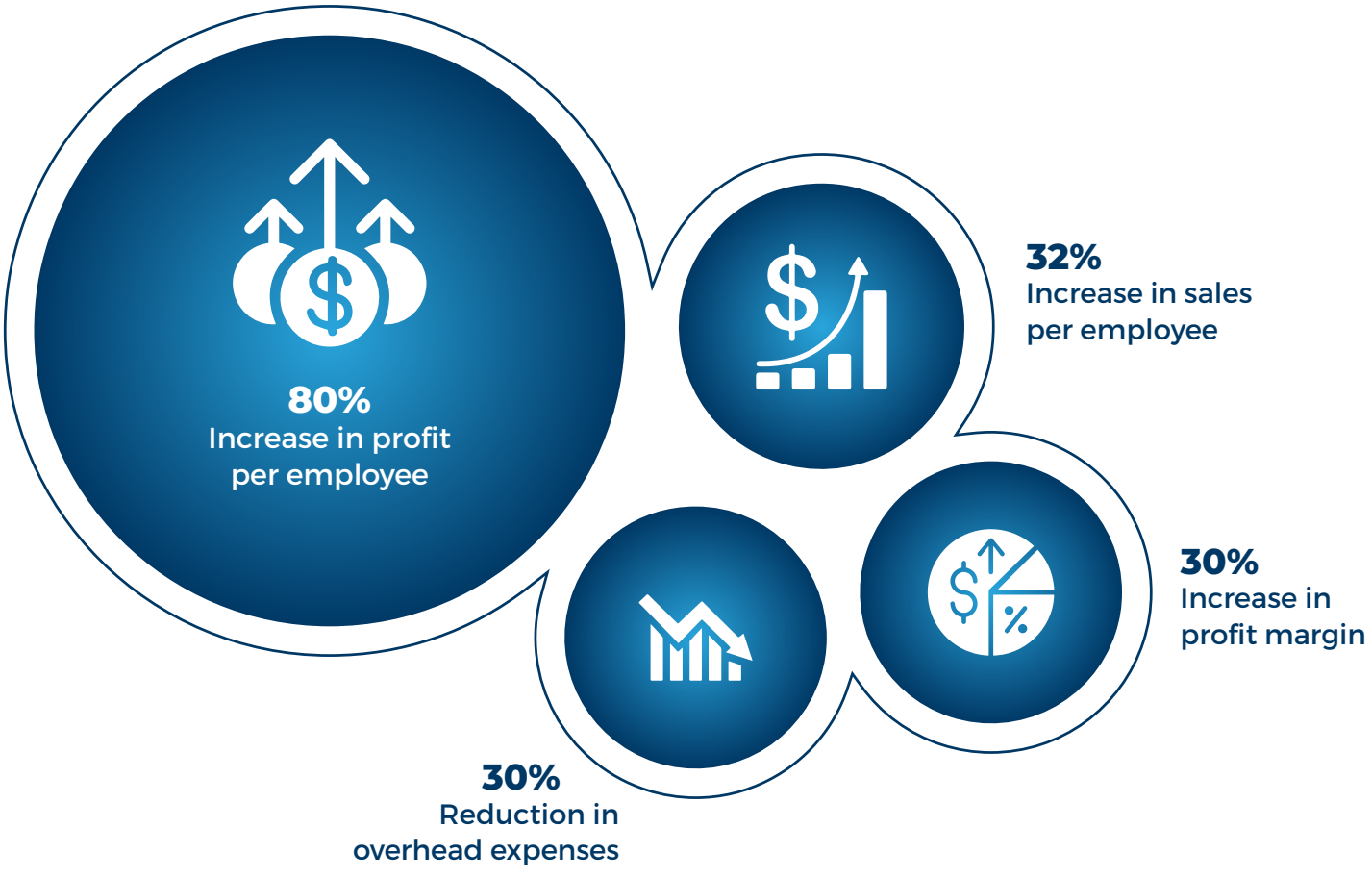


Results Beyond Expectations With Unparalleled ROI

During the 18 months of coaching, Ricardo involved his team and coworkers in driving change using GCG's structured yet bespoke approach, leading to remarkable leadership transformation and organizational results. By actively engaging coworkers and conducting follow-up measurements, Ricardo gained invaluable insights into his leadership improvements, thus raising the ceiling of success for him as a leader. Throughout this journey, the company's initially skeptical CFO closely monitored operational performance and meticulously documented the results, highlighting the profound impact of the targeted, results-driven coaching in overcoming organizational roadblocks and driving sustainable change.

She concluded that the results were nothing short of extraordinary. The return on investment in the coaching surpassed expectations, delivering more than 100X Return on their Investment (ROI) within 12 months of starting the engagement. These impressive outcomes, shared by the CFO, wholeheartedly underscore the effectiveness of GCG's coaching approach. Some of the impressive results are illustrated here.

Results of leadership coaching and organizational impact



Key Success Factors
And Best Practices

Of the many lessons learned and skills acquired, this executive team found that the consistent involvement of coworkers in cocreating change was critical in leadership development as it created momentum for executing the action plans, fostering transparency, buy-in, and accountability toward meeting deliverables. From implementing the monthly feedforward collection, Ricardo and his team saw more streamlined communication between the teams in the respective functions. This not only bolstered their strength as an executive team to navigate the issues at hand but also set up a rhythm to fall back on for future setbacks. As seen in the numbers above, the executive team committed to moving forward with a more collaborative and supportive work environment. Subsequently, the company upheld a culture of continuous improvement and accountability long after they concluded their engagement with GCG. The company embraced the Triple Win Coaching approach to cultivate connected communication addressing business and leadership issues, driving sustained organizational success while building more cohesive teams.

For Clients

We Deliver a Triple Win



Better Leaders, Better Teams, and Better Results — boasting a 95% success rate confirmed by coworkers, based on more than 100,000+ leaders coached.

Global Coach Group delivers the best results-based coaching worldwide through our network of over 4,000 world-class certified coaches, powered by our proven Triple Win Leadership Coaching approach and proprietary digital tools.

Triple Win Leadership Coaching, captured in Everybody Wins by Will Linssen — Amazon #1 International Bestselling Author.

Author

Will Linssen



Will Linssen has been ranked World's #1 Leadership Coach by Global Gurus (USA) and World's #1 Coach Trainer by Thinkers50 (UK), serves as advisor to the Harvard Business Review, and is recognized as a LinkedIn Top Executive Coaching Voice. He is an Amazon #1 International Bestselling Author. With more than 30 years of experience in executive leadership across Europe, North America, and Asia, Will holds the International Coaching Federation's highest accreditation: Master Certified Coach.

He is the founder and CEO of Global Coach Group, the world's #1 international leadership coaching network, with over 4,000 coaches worldwide serving Fortune 500 companies and leading multinational corporations.