

An equity firm came to Talent Plus needing assistance with one of the companies in its portfolio. This business was not doing well and its investors believed with a change in senior leadership they would see the changes needed to turn a profit. Indeed after just six months, the company was operating at a surplus of nearly \$8 million.

Their choice for a new CEO was a leader with the *talent* to be a leader but *no previous experience* in that role. Through Talent Plus' Executive Interview the investors were able to see that this candidate had the leadership potential to be a great leader and they believed he had the requisite skill set to be very effective.

Both the new CEO and the company's investors felt strongly that a leadership coaching plan could set the CEO, and in turn their company, up for success. A Talent Plus senior leadership consultant met with this new CEO using his Executive Interview results as a platform for their work together. Through this scientific approach to Leadership Coaching, goals were set for the outcomes of the sessions and they worked through those goals.

Said one of the investors, "It's lonely at the top and this CEO found that there is much to do. While he is a very organized, disciplined person – he had some challenges in organizing his day. In discussions with Talent Plus' leadership coach, he was able to develop this prioritization. There's no manual on how to be a CEO. Coaching is helpful for when you are in the real life experience."

In first moving through what to focus on, how to develop priorities, and organizing his day and time better, he became more effective and had time to reflect answering the questions, "What do I need to do?" and "What does the organization need to do?" Prioritizing has allowed this new CEO the time to think about the decisions of the day, the week, the month and the year.

In working together, their next goal was to look at the organization, its alignment and whether or not the company had all of the talent in "the right seats on the bus" as Jim Collins discusses in "Good to Great."

Prior to this CEO joining the company had operated at break even and now not only were they operating at a surplus, but it was the best 6 months and the best year in the history of the company. This same investor said he could definitely, "Attribute this to leadership."

Recently a strategic planning session was held and this first time CEO delivered a very thoughtful, well-planned session which covered all of the things that the investors had anticipated, but they were impressed with his ability to develop and articulate vision. "He has made numerous organizational changes – totally reconstructed the organization chart – realigning roles and responsibilities and has cleaned house from an operating level."

The outcome of this leadership coaching engagement not only met the objectives set out at the beginning, but exceeded them. Indeed this new CEO had the *potential* to be a great leader and Leadership Coaching set him up for success allowing him to grow into his full potential as a leader.

Talent-Based LeadershipSM Coaching Process:

Teleconference: Supervisor and Talent Plus
+ Identify desired outcomes
+ Determine how improvement will be measured
Deliverable: Written summary

Talent Plus Person-to-Person Interview
+ Supervisor and coachee complete interview
Deliverables: Talent Profile[®] and Talent Card[®]

Face-to-Face Meeting: Supervisor, Coachee and Leadership Consultant
+ Individual feedback for supervisor and coachee
+ First Collaborative Coaching[®] (CC) session
+ Establish goals and outcomes
Deliverables: Written summary

Weekly Teleconferences with Coachee and Leadership Consultant
Deliverables: Written recap of successes, challenges and next steps

Monthly Teleconferences with Supervisor, Coachee and Leadership Consultant
Deliverables: Written summary of successes, challenges and next steps

Quarterly Face-to-Face Meetings with Supervisor, Coachee and Leadership Consultant
Deliverables: Written summary of successes, challenges and next steps

Final Face-to-Face Meeting with Supervisor, Coachee and Leadership Consultant
Deliverables: Written summary of successes, challenges and next steps, evaluation