

Case Study: Executive Coaching

An industry leading real estate management firm highlights need for Management team cohesion.

In this adaptation of a traditional executive coaching engagement, we helped this growing organization balance a need for constructive conflict with the need to maintain a close, cohesive Management team.

The Firm: A multi-billion dollar international real estate management organization.

The Challenge: A Managing Director responsible for multiple business lines and geographies oversaw a team of highly successful executives. Two of these executives had a well-known reputation, and a widely divergent leadership style. Both contributed meaningfully, though differently, to organizational success; however, their styles often led to destructive clashes. Other executives in the team, equally high performing, desired to improve the dynamic on the team, as well as their performance. Along with the Managing Director, we saw an opportunity to involve his executive team through a process rooted in an executive coaching approach to resolve the issues and stimulate team performance.

The Solution: We used a 360-degree approach with the executive team to gather important feedback, and worked with each executive individually to define a development path. By seeing the entirety of the picture, we were able to help each executive see the value of their own contribution and the impact of their

behaviour across the team and their direct reports. Targeted and challenging coaching sessions made executives understand the choices they faced and provided a constructive means to develop healthier and more robust leadership styles. These sessions included specific, extended work with the two “warring” executives to resolve issues and find common ground. While respecting the confidences of each executive, we assisted the Managing Director and executive team to balance the organizational interest with their own interests.

The Results: The Managing Director was promoted during the coaching engagement as was one of the executives on his team. One executive left the organization when it was clear to the Managing Director that the organizational interest was best served by this course of action, which we supported. The departing executive continued to receive coaching and has used insights from the coaching process to find a new career path. The executives continue to benefit from coaching as their sessions focus on the implementation of their refined leadership styles to real-world business and team challenges that are the reality of today’s competitive business environment.