

## Case Study



### Executive Coaching Tied to Strategic Business Shift

Concerned about a shortage of leadership talent to successfully implement their business strategy for 2020, a leading global chemical company builds its pipeline with executive coaching as a critical component for business success.

#### THE CHALLENGE

At the conclusion of a Leadership Summit, the executive team recognized the need to make leadership development and talent management priorities for the future success of their business. Specifically, they outlined the need to:

- › Incorporate talent management in day-to-day business
- › Forecast the demand for leadership talent
- › Create and communicate transparent and clear leadership criteria
- › Integrate leadership assessment, development, planning, and career management

The Vice President of Human Resources, Talent Development and Strategy identified executive coaching as a critical core component of the talent management platform to achieve these objectives, and the executive team agreed. Having used executive coaching historically for remedial situations, changing the reputation associated with being coached in the organization presented a challenge.

#### THE SOLUTION

The company engaged The Ayers Group to collaboratively create a coaching strategy that would be most suitable for the organization and acceptable to the executives. Starting at the top would be critical for long-term, enduring success – the ultimate goal.

The client decided to:

- › Engage top management as coachees to positively set the tone for executive coaching
- › Implement executive coaching as a “Standard Business Best Practice” through the implementation of consistent engagement offerings
- › Link executive coaching to other key leadership development activities and touchpoints in the organization

The Ayers Group created an executive coaching protocol that was adopted by the client and embraced by all of their human resource business partners. The protocol provides a framework for three executive coaching offerings we continue to deliver for their high potential executives based in North America:

- › Executive Transition Coaching offered to all executives moving into a new position, including external hires
- › Accelerated Development Leadership Coaching which ties directly to the Talent Management process so candidates for these six- to nine-month executive coaching engagements are readily identified as part of that process
- › Skill-Focused Coaching which targets specific needs identified through the Talent Management process

#### THE RESULTS

While our initial strategy meeting with the client took place a year before the coaching started, the results are impressive. The first three leaders coached were the CEO, the CHRO, and the CFO. All three were in the U.S. on assignment from the company’s European Headquarters. Each made their coaching visible to their teams and has since been promoted.

The executive team not only embraces executive coaching, they outwardly own it and lead by example. Executive coaching is now widely accepted within the company as a positive best practice; executives are eager to engage with coaches and enthusiastic about the support.

The executive team touts a visible transformation in the business resulting from how they now approach leadership development at all levels; they view executive coaching as a critical link to the success of their business.

For more information, please call toll free [866-977-6065](tel:866-977-6065) or email [info@ayers.com](mailto:info@ayers.com).

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