

## Case studies

### Coaching the Director of Regional Operations of an international group

**Situation:** a 50-year old Director of a support function was promoted to Operations Director of the same geographical region.

**Aims:** take full charge of the region's operations, totalling 500M€ ; deal with powerful local 'bosses' ; and increase growth and profitability.

**Results:** he put in place a new, lighter organisation, including some cost-cutting, and promoted those amongst the international bosses who the most inclined to take risks to grow the business. Record results were achieved in the region in one year. On a personal level, he was seen as a credible number 1, managing his time better with less stress and less recourse to smoking to deal with emotional issues which had outlived their usefulness.

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