

Case studies

Coaching the CEO of the French subsidiary of a foreign multinational

Situation: Following a substantial local acquisition, the French subsidiary was catapulted into the number 1 position in Europe. The man in charge was under pressure to deliver results – or face the sack.

Aims: Broaden out his skills to embrace a true CEO role, including strategic vision. Restructure operations and strengthen his management committee. Develop a more assertive reporting and relationship style in a multicultural environment.

Results: He revamped the organisation and management team and introduced new rules of engagement. The role of the Management Committee was clarified. He positioned the French subsidiary squarely on the corporate map, with excellent results, and his own personal prestige and intra-group communication was greatly enhanced.

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