

## Case studies

### Coaching the Vice-President, International Operations, world leader in their industry

**Situation:** Following a merger, the Group was suddenly faced with greater complexity, organisational matrices, additional levels of management and a new dimension in multiculturalism. The VP himself, widely acknowledged for his commercial successes and his political skills, needed to hone his leadership skills to be eligible for the top job.

**Aims:** Adjust his management style and move up a gear from an operational to a more strategic mindset ; be more attentive to corporate governance issues ; develop his direct reports and groom bring up his own successor.

**Results:** Clarification of his positioning within the new organisation with a marked shift upwards. Renewed sense of calm efficiency following a period of instability within the Group.

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