

Case studies

Coaching the CEO of the French subsidiary of a German multinational, financial services

Situation: Following a merger operation, the long-serving boss and 'father figure' of the activity in France, found himself having to deal with a more formalised reporting structure than in the past, and with a system of corporate governance which was unknown to him and uncomfortable.

Aims: Adapt his very personal leadership style to the new situation, without losing his sense of commitment and his enthusiasm; in practical terms this translated into maintaining turnover while better managing the risks.

Results: By becoming conscious of his underlying attitude to his supervisory board, which amounted to fearing them as rivals, he was able to 're-invent' himself in a more commercial and less of a 'Field Marshal' role, which allowed him to concentrate on areas where he could excel and derive personal satisfaction. Furthermore, he spontaneously proposed a new management team, in line with the Group's aspirations.

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