



# Coaching of Junior Management

The Indian operations of a fortune 500 firm approached Vernalis to coach 40 employees from the Asia-Pacific region to enable their selection for the global hi-flier club within the firm. This was triggered by their desire to see greater representation in the global hi-flier club from the asia-pacific region compared to past years when these numbers were very small (sometimes none).

Vernalis started the intervention by profiling the candidates on the competencies required to qualify to the hi-flier club. This exercise identified the gaps for each individual. The exercises were carried out using a transparent approach which led to above 80% agreement from the participants on the gaps identified and the specific areas where they needed to develop.

Based on this, the candidates went through a series of customized coaching programs (formats used : simulation based learning, customized practice sets, customized 360 survey, small group skill building, personal and telephonic guidance). The format matched the development needs of the participants with the learning objectives of each module.

The programs spanned over 6 months and included both inbound and outbound programs. The development modules were primarily coaching camps. In these camps, after being introduced to concepts, candidates were taken through a series of practice sessions interspersed with coaching inputs. In the coaching sessions,

## Case Study



the candidates investigated their performance in the last practice session, identified precisely what was blocking their performance, and arrived at the precise change that they would action in their next practice session.

The client acknowledged this program for the commendable success achieved through this intervention. Four persons were shortlisted from the Asia-pacific region to the global hi-flier camp that year - the highest representation possible from the region.



# Case Study