



Coaching of Top Management

The board of a construction company approached Vernalis to coach the top team to achieve high growth in a highly competitive small margin business.

The top team comprised of individuals who were technically very competent with high achievement orientation. However, with growth, the required focus on institution building activities (process standardization, role clarity with well defined accountability, induction training, focused training and development) was absent. The result was decision making being restricted to the top, low engagement with employees down the line, lack of role clarity and attrition.

The top team was profiled on Vernalis standard competencies for the senior management. These are *strategic thinking, leadership, people development, decision making and innovative thinking*. It was immediately followed by a coaching session where the participants practiced applying the newly learnt concepts pertaining to leadership and strategy. These iterative sessions led to two outcomes:

- i) Perceptible improvement in the leadership profile of the top team based on the coaching tips.
- ii) A strategic road map for the organization to achieve the stated vision.

Case Study



Over the next year, the top team underwent a series of coaching assignments. These included simulation based learning, customized practice sets, small group skill building, personal and telephonic guidance, workplace assignments and workplace observations. During intensive coaching sessions, they practiced upon their leadership, decision making, and critical reasoning skills. In each of the workshops, the participants were given Individual Development Plans which listed action steps on the areas which were the main bottlenecks in their profile.

The top team sought Vernalis coaches out even after the formal contract from the board was over.

Case Study