

## Practical examples: individual coaching

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A new assignment in middle management of a DAX 30 company.

### Summary

Mr Schmitt (name changed) has learned to be proud of his own successes. This in turn has made him more assertive and convincing in his performance.

### Basic Situation

Mr Schmitt successfully passed an internal management audit. As a result, he was promoted to a middle management position, heading up a business unit of a large group. However, the audit also exposed significant weaknesses: He was unable to sufficiently convince others of his proposals. His personal charisma suffered, he became over-reserved and placed too great a focus on the content, to the detriment of his ability to enthuse his audience. When challenged, he tended to strive for consensus instead of clearly stating his opinion and selling his own conviction.

Mr Schmitt was forty years old, married and the father of three sons. He was highly self-critical. His ideas were based on the moral values of fairness, honesty and modesty.

### Objectives

Mr Schmitt had to become more assertive and dynamic in order to improve his personal effectiveness. In situations of conflict, he had to demonstrate greater confidence in his own opinion, clearly advocating and defending his ideas.

### Approach

During the first half-day meeting, it quickly became apparent that Mr Schmitt found it hard to take pride in his own successes. He did not claim success for himself; rather he played down each success through sheer modesty.

We worked on concrete topics from his daily work: Together we prepared his first speech in his new role, including a convincing presentation; we prepared for difficult meetings and for negotiations; and we jointly reviewed his approach on a regular basis, reflecting on Mr Schmitt's underlying attitudes and principles. Together, we reviewed which attitudes and principles were beneficial to him and which posed a potential hindrance for him. It transpired, for example, that he was indeed capable of arguing his case convincingly and dynamically, but only if the matter was of utmost priority to him. With a change in attitude, he was able to learn to adapt his approach to other situations.

By applying and transferring the personality models, Mr Schmitt was able to better understand his business partners and colleagues and was able to adjust his own approach toward them accordingly and therefore was able to achieve his own goals.

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### Elverfeldt Coaching

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for Results

**Results**

Mr Schmitt's personal aura and dynamism improved significantly. He was able to report back favourable reactions from his environment, in which he took great pride.

Even his wife and sons noticed his positive development.

The discussions I had with him, enabled Mr Schmitt to reduce current stress levels and to better prepare himself for difficult situations. He was able to noticeably improve his own sense of security by reviewing his actions, his approach and his ideas with a neutral person with the appropriate background and competence. Another result was that I won additional work at the client and Mr Schmitt recommended me personally to other clients...

**Other Motives for Personal Coaching:**

- ❖ To prepare for changed professional situations (e.g. following organisational changes, merger/restructuring, promotion, relocation, internal audit or assessment centre review) or to prepare in anticipation of difficult situations, conflicts, power struggles or negotiations
- ❖ To achieve concrete improvements in performance and approach, e.g. conflict management, leadership, negotiations, internal politics...
- ❖ Decisions regarding location, career planning and re-orientation. Establishment of individual potential, strengths and weaknesses and how to take advantage of these
- ❖ Dealing with the balance between professional and private life
- ❖ Search for critical and inspirational provider of feedback and a sparring partner to discuss current issues and to reduce stress

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