

Practical examples: individual coaching

A new assignment in middle management of a DAX 40 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.

Starting Point

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 too reserved and placed too much focus on the content, to the detriment of his ability to excite 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 to improve his personal efficacy. In conflict situations, 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. Instead, he played down each success through 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 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. We saw, 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 we discussed, 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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for Results

Results

Mr. Schmitt's charisma and dynamism improved significantly. He proudly reported favorable reactions from those around him. Even his wife and sons noticed his positive development. The discussions I had with him enabled Mr. Schmitt to reduce his stress levels and 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 Reasons for Private Coaching:

- ❖ Preparing for changed professional situations (e.g., following organizational changes, mergers/restructuring, promotions, relocations, internal audits, or assessment center reviews) or preparing for difficult situations, conflicts, power struggles or negotiations
- ❖ Achieving concrete improvements in performance and approaches, e.g., conflict management, leadership, negotiations, internal politics...
- ❖ Decisions regarding location, career planning and re-orientation. Defining individual potentials, strengths and weaknesses and learning how to take advantage of them
- ❖ Mastering work-life-balance
- ❖ Receiving constructive criticism and inspiration from a sparring partner to discuss current issues and reduce stress

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