

## Ology Client Case Study

**Client:** IT Services Business

**Location:** Tyne & Wear

**Period of Engagement:** November 2007 – May 2008

### Objective of Engagement:

To support a Sales Manager in making the transition to becoming the company Sales Director. The changes involved taking full responsibility for an underperforming team of 10 sales people, a change in expectation from his boss, and developing an understanding of the broader responsibilities of a director.

### Details of Engagement:

A programme of coaching was scheduled involving meeting for 90 minutes every other week. The coachee's boss was invited to attend a number of the coaching sessions to provide context and feedback. The goals of the programme were defined as:

- Develop a full understanding of the role and its priorities
- Develop skills for getting the best from the team
- Build the coachee's leadership style and confidence
- Improve delegation skills

The coachee's remuneration package changed significantly in making the move from manager to director. Previously the coachee was paid commission on all of his personal sales. Now he would receive no commission from sales and instead be paid a bonus based upon the net profit performance of the business. The coachee was in fact a very good salesman and because of his previous remuneration package had given priority to selling. The revised remuneration packaged in theory discouraged the coachee from selling and attracted him to managing. However, old habits die hard and initially the coachee performed his role as if little had changed. The coaching process created awareness of the futility of this and stimulated a desire for change.

### Outcomes:

- The coachee developed a definition his personal and ideal approach to managing his team. This became a focus of our attention as we worked to remove barriers to implementation of this approach.
- The coachee adjusted his priorities and engaged in less selling and more in supporting, mentoring and managing his team.
- The coachee reorganised his department by appointing two sales team leaders, an administrator, and managing the exit of three underperforming sales staff.
- The coachee grew to understand his broader business wide responsibility and now provides as much leadership in the business as any other director.
- The coachee became more aware of his behavioural and management style and adjusted his approach to become more effective in his interactions within the business.