

### ***“Build succession”***

#### **Client Profile**

Category:	Executive Coaching
Industry:	Publishing
Stage of lifecycle:	Growth
Assignment length:	18 months – then ongoing
Enterprise summary:	20+ employees in division. 2000+ in enterprise

The Sales and Marketing Director of this corporation asked us to help him with his career progression, while ensuring that his division would be well managed after his promotion.

We started by helping him clarify what he wanted to do next and where he thought that might happen. To do this, we had to help him identify what his core motivation was and how he might best deliver it.

This done, we facilitated a capability audit to identify areas for performance improvement, providing a combination of coaching and training services to close the agreed capability gaps.

At the same time, we helped the executive identify his successor, working with both of them to develop necessary capabilities and maximise the chance of a smooth transition.

After 18 months of us working with him, the executive was promoted to CEO of a national division of the organisation.

His successor stepped smoothly into the role and continued to deliver consistent growth to the business. He was then himself promoted and we continued to provide coaching services to him and his team.

**Key Learning:** Always be thinking of the next step.

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