

Case Study #1: Rapid Turnaround

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Specialities:

- Leadership presence / effectiveness coaching
- Team effectiveness coaching
- Fulfilment coaching
- Group performance coaching



The client has kindly given his permission to include his case study. Some background details have been changed to preserve anonymity.

Background

- The client was the engineering head of a £5m turnover engineering firm in Scotland.
- The sponsor was his boss, the MD and owner of the business.
- The MD had hired the engineering chief three years earlier to help him win more business in four ways. First, by inventing new products. Second, by raising on-time delivery of customer engineering projects as too many had been arriving later than promised. Third, by delivering the projects faster. Fourth, by responding quicker to customers' requests for quotes.
- He'd supported the new man with three new engineers. In all, the investment in new people had added hundreds of thousands of pounds to the firm's cost base.
- After three years, there'd been no invention. On-time delivery of projects to customers (which was the most important metric of all) had worsened. Engineering projects were taking longer – so long they were now behind the industry average. And customers were receiving quotes even slower than before.
- The MD had done everything he could to help this man (who was a fine engineer) change his performance, but nothing had worked.
- Not surprisingly, relations between the two were tense.

The Brief

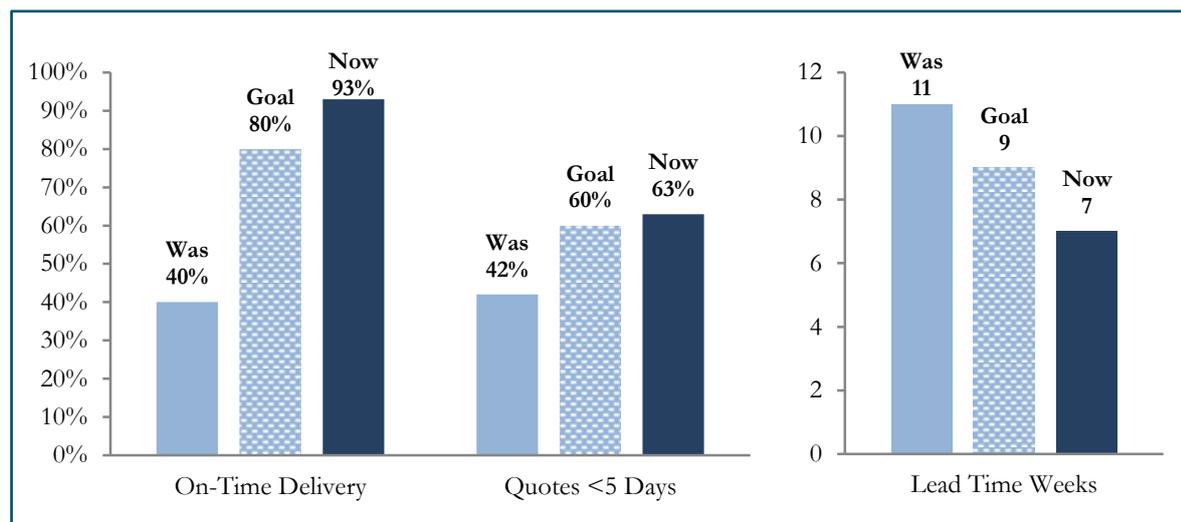
Help the engineering chief go up a level as a leader and turn around his department's performance, within seven months.

Client's Coaching Goals

Within seven months... and without incurring extra costs:

1. Raise project on-time delivery from 40% to 80%.
2. Cut project lead times from 11 weeks to 9 weeks.
3. Raise the percentage of customer quotes answered within 5 days from 42% to 60%.

Results After Seven Months



- As the three graphs show, the client transformed his department's results on every metric, surpassing his goals.
- On-time delivery rose from 40% to 93%.
- Lead-times were cut from 11 to 7 weeks.
- The percentage of quotes answered within 5 days lifted from 42% to 63%.

Post-Coaching Comments

- **Client:** *"Before the coaching, I felt angry towards [boss], my colleagues and myself. But I told no one. Deep down, I felt slighted and humiliated. Anger was the dominant feeling though. It was hard to put aside. It was colouring my behaviour with [my boss] and the rest of the team – it made me defensive. I found ways of convincing myself the criticism I was getting was unjustified, but this distracted me from my key tasks, like team building in the engineering department. But now my anger has dissolved. My previous attitude of, "I'm right, they're wrong" was, I realise, mistaken. My first shift was from anger to self-pity and then to feeling engaged and wanting to learn, which resulted in tangible achievement. So the coaching has had a big impact on me emotionally. But it's also had a huge effect on the key metrics. This is my best ever career performance in terms of improvement in results and team atmosphere."*
- **MD:** *"An astounding success."*