

validity
group.

Case Study:
Global Focused Coaching
Program.



Supporting development and alignment
across a global business.



The Client

Global high-tech organisation. Due to the confidential nature of our coaching engagements, we do not name our clients in case studies.

The Challenge

This global software company asked Validity to support them in a behavioural change program with the objective of achieving clear corporate goals and outcomes.

Each participant was to receive a coaching program of eight hours of coaching over a four-month period, focusing on two to three focus areas.

The target audience for this program ranged from First Line Managers through to Senior Vice Presidents. The audience was drawn from across the business including sales, marketing, pre-sales, technical and product development, and engineering support.

The geographic spread of the participants meant that our team was delivering throughout the UK, Europe, Middle East, India, Pakistan, SEA, Australia, NZ, Hong Kong, and Greater China. Our US partners supported the delivery in the US market.

The Solution

It is always a priority for Validity to provide clear value to the client organisation and to the participants chosen for the program. This means that when we assemble the team specific to the program, we are highly selective.

We require that each member of the delivery team is conversant with the industry sector in which our client operates, as well as being able to demonstrate clear and strong cultural sensitivity.

The delivery team we selected for this delivery was allocated their participants according to certain criteria and selection processes that we employ. Each participant and coach met informally in advance to ensure they could work together. Aligning the right coach to each individual to build trust and rapport is one of the key components to the success of any coaching program.

Remote Delivery

Delivery almost exclusively took place remotely. The few occasions when a face-to-face meeting occurred was when coach and participant happened to be in the same city at the same time.

We do not consider distance coaching – using technology as our communication medium for coaching delivery – in any way limiting or strange. In a world of strict cost constraints, we are very conversant with the requirement to control travel costs. We have therefore



developed our own processes to ensure that the delivery of programs like this is not impacted and diluted in any way by the tyranny of distance.

Meeting Diverse Outcomes

This program required many diverse outcomes as the focus areas for each participant were tailored to their specific requirements. We therefore commenced engagement with a specific questionnaire. This was completed by the participant, by their manager and when appropriate, by one or two other key players. This formed the basis of the goal setting for each participant.

Regular Reporting

Regular reporting ensured that the business was able to verify that deliveries were in line with company needs and expectations. Those reports were shared with the company Project Lead, who in turn would share with the manager.

Each report was constructed to provide a high-level view of the target outcomes and the progress being achieved in reaching those target outcomes. In line with Validity's company policy, these high-level reports would ultimately track development throughout the program.

They also provided both the participant and their manager with a potential development plan for further use and pursuit. Those development plans may include suggested readings, workshops, activities, books and further training or certification programs.

Escalation Process

For large deliveries like this across many participants and geographies, we ensure that the client is aware that if there is any concern at any stage, then they can escalate to our program manager and if required, an alternate resource can be allocated very quickly. No escalation was required during this delivery.

The Results

This program was deemed to be extremely successful by the organisation. The key stakeholders indicated that they had regularly witnessed some very desirable and welcome behavioural change across the participants, including those that were seen to be "more of a challenge".

Because of the positive outcomes of the first delivery, the program was repeated to a different audience across the business for two consecutive years.

Global management was so impressed with the outcomes that it expanded and continued this program each year for a number of years. The positive impacts could be measured in both overall morale and well as the financial results.



Validity treasures these relationships with clients very highly. It goes well beyond a commercial relationship; it becomes very personal and very engaging. For us that is the real meaning of partnership with a client company.

For more information, contact us at Validity Group today:

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