



Case Study:

Regional Shadow Coaching & Focused Coaching Program.



Supporting development & 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 Brief

The client determined to expand its investment in the development of their Frontline Sales Managers. The intent was to improve their capabilities and capacities as leaders in their business to drive and deliver on the results that the business required.

The longer-term goal of the business was to have a low-level and mid-level management team that could translate business skills and knowledge from “the pages of a book” to the reality of everyday business.

The Solution

To accomplish the required outcomes, it was agreed that Validity would provide a two-part coaching solution:

- **Shadow Coaching** – Conducted over a number of consecutive business days. Each Frontline Manager would be provided with a coach to work and travel with them over this time. The coach would attend all meetings, both internal and external, and assist in their personal development by providing immediate, relevant, and confidential coaching and mentoring support to optimise their effectiveness in their fast-paced everyday sales reality.
- **Focused Coaching** – Following on from the Shadow Coaching engagement, a number of tailored coaching sessions would be conducted over a period of three months to further establish and continue the development progress. The sessions would support the needs of each individual and scheduled to suit the Frontline Managers’ responsibilities and time constraints.

Before the program commenced, Validity provided the client with appropriate messaging content to help them position the program at three levels in the organisation:

- Frontline Managers
- Second Level Managers
- Country Leaders

For the delivery itself, Validity carefully assembled a select team of experienced coaches. The team comprised individuals who had the business knowledge and acumen required, who understood and had worked in complex global organisations, and had the coaching and mentoring skills that we require in all our team members.



As with all our coaching and mentoring deliveries, each Frontline Manager and coach met informally in advance to ensure they could work together.

Local coaches were deployed in each country so that we were able to deliver in local language, plus provide local market context to each engagement. The program ran for several months across a large team.

Regular Reporting

Regular reporting ensured that the business was able to verify that deliveries were in line with company needs and expectations. Whilst honouring the levels of confidentiality required, the reports delivered insights at a depth and level never before attained.

The reports were shared with the company Project Lead, who in turn shared with the relevant Frontline 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

The Shadow Coaching program provided insights that would otherwise have remained "blind spots" to the executive sponsors. It provided a powerful impetus for following up with Focused Coaching for each individual to expand upon their development.

Each of the Frontline Managers reported that they found the exercise to be of extreme personal benefit and help. It delivered on the individuals' expectations and requirements, enabling them to be more effective across a broad range of areas that included:

- Communication styles.
- Influencing across the organisation.
- Leadership and Team development skills.



After reviewing the results, the client reported a distinct improvement in their interactions with each of the participants, as well as a general consensus that there had been an overall lift in morale, which was also reflected in the financial results of the business.

Indeed, it was noted that the financial results of the teams with which we worked exceeded those of the teams not originally selected.

The beneficiaries of this program extended well beyond the individuals involved. It also impacted upon the numerous team members, their clients, and their engagements within and across the business.

For more information, contact us at Validity Group today:

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