



Case Study:
ANZ Strategic Development
Coaching Program.



Using coaching to help grow a business
that was under stress.



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 organisation had recently undergone a restructure, with new internal and external employees taking up more senior roles. It also faced a significant uplift in the number allocated to it by Regional HQ.

Our original contact with this organisation was as facilitator for the Executive Team Sales Planning Meeting.

Over a three-day period, we worked closely with all the business unit leaders and their senior team members. This provided us with a sound insight into the business unit, the leadership team, and their direct reports.

We were able to observe communication styles, the way in which various leaders interacted with each other, as well as with their direct reports.

It was from this activity that Validity Group was engaged to provide coaching programs to a broad selection of individuals from the leadership team and their direct reports.

The Solution

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 of our coaching programs.

Delivery was customised to the specific requirements of each participant. From the start, we agreed with each individual on what the outcomes should be, the rules of engagement, and the levels of confidentiality required.

We also made it clear to the participants that we would deliver regular reporting to the company providing a high-level view of the participants and any key observations, **without divulging personal and confidential information**. These high-level reports were provided on a monthly basis, together with a quarterly review meeting with the COO and his direct report who was tasked with owning this project.

The Results

Participation rate was 100% and continued at this level for the entire program. This was viewed as a high endorsement of the value being received across such a diverse group –



a group that was not always known for full participation in a range of programs previously attempted.

Validity was able to provide a depth of insight into the organisation not previously available to this level of executive. Without breaking confidences and confidentiality with each individual, we were able to provide insights that helped the organisational structure to perform at a higher level, as well as improve communications and cooperation across the entire organisation.

Because Validity Group was an external provider, we were able to deliver unbiased and politically unaligned support and development to everyone. Experience teaches us that whilst internal coaching programs can deliver some degree of positive outcomes, the participants are always concerned that confidentiality will be broken. That items spoken of in confidence may also appear in a HR record somewhere. By placing Validity Coaches into this environment everyone is aware that not only are they working with a neutral party they now have access to a coaching team with broad experience drawn across extensive and highly successful business careers. It is this broader view that adds considerably to the outcomes.

The client's metrics of success were exceeded as the business performed at increasingly higher levels, meeting and easily achieving a broad range of financial metrics. Validity Group remains a highly regarded partner with the organisation, as it does with executives who have moved to other organisations taking Validity Group as a supplier with them.

Validity Group remains in contact with a large number of individuals involved in that program and we watch with interest as careers have developed and grown. The impact of a professionally structured coaching program delivers sound results for the individuals and for the organisation.

For more information, contact us at Validity Group today:

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