

KETS DE VRIES INSTITUTE

Leadership Interventions: Technology Sector

Client 1: A global technology investment company

- Background* The company is a global technology investment company with 13,000+ employees. One of the KDVI coaches had an ongoing coaching relationship with the CEO. Through their coaching conversations, issues related to the top management team emerged.
- Objectives* The goals, as identified by the CEO, were to give attention to individual top management team members, build group dynamics so they could become more effective as a team, and build a feedback culture within the team so they could more easily access and communicate with each other as well as to address the issues of succession.
- Format* A single intervention involving a two-module group coaching intervention with the top team conducted by 1 KDVI Faculty member.
- Process* The top team was taken to a remote location in order to provide a space for them to reflect outside their everyday working lives. The workshop started with a discussion on individual leadership what each of them wanted to do as a leader. Group coaching was conducted with KDVI's proprietary instruments (GELI), with each individual spending a couple of hours in the "hot seat" in a deep discussion of their leadership behaviours and challenges. Although there was no formal action plan at the end, each leader had to commit to themselves and to the team to change something in their behavioural repertoire.
- A 2nd module served as a follow up to previous commitments as well as an exploration of team dynamics using the LAQ™.
- Outcomes* The intervention resulted in the top management team knowing one another more deeply, developing thicker relationships, improving the ability to talk more candidly and courageously with each other, allowing them to call each other out on things and to have difficult conversations, improved individual and team effectiveness and helped the CEO to understand team and individuals better as well as provided others an in-depth look at other members of the team.

Client 2: A large multinational engineering company

- Background** The Company is a large and longstanding multinational engineering company with 300,000+ employees. The CEO had started a programme for high potentials whereby new recruits were introduced into the organisation and mentored personally by the CEO. The objectives were to fast track high potentials and within two years, turn them from experts to business leaders as well as to set up a larger process of gradually populating the organisation with talent in senior management levels. These recruits were placed in 6 months assignments throughout the world. KDVI was called in by the CEO to help bring the cohort (who were dispersed throughout the world) together and to create a learning community.
- Objectives** The goals were to bring the dispersed group of high potentials together as a cohort and provide a space for them to get to know one another, exchange experiences and create a sense of shared journey together. Another objective was to conduct this intervention every year to gradually populate senior management levels.
- Format** Multiyear intervention with 2-3 KDVI Faculty, using the KDVI methodology as well as co-developing and personalising the programme to the organisation's specific leadership needs. This intervention represented a high level of up-front investment from KDVI as it required tailoring and embedding the intervention within the context of the CEO's broader programme for high potentials. Thus, it was customised according to the participant's needs and job expectations as well as the organisation's plans for high potentials.
- Process** At the heart of the intervention was the group coaching methodology with client-specific needs built around it including client relationship management, leadership, team dynamics, and influencing without authority. The intervention took place with 11 high potential over the course of 4.5 days and include lectures on leadership, keynote speakers from company, the use of the KDVI instruments for group feedback coaching, and the critical incident method to talk about specific challenges and issues. The intervention culminated with a personal action plan. KDVI intervened with 3 cohorts of high potentials over a period of 2 years.
- Outcomes** The intervention allowed the group of high potentials to work with different kinds and levels of people. Participants bonded with each other and did come together as a cohort, they understood the organisation better through shared experiences and learned from each other on what it meant to work in the organisation. Personally, they also gained a better understanding of themselves, and what it meant to be a leader (especially in the transition from expert to business leader) and what their expectations were in the organisation.