

*Developing new leaders as you to step up and move on -
#growingnewleaders*



The client

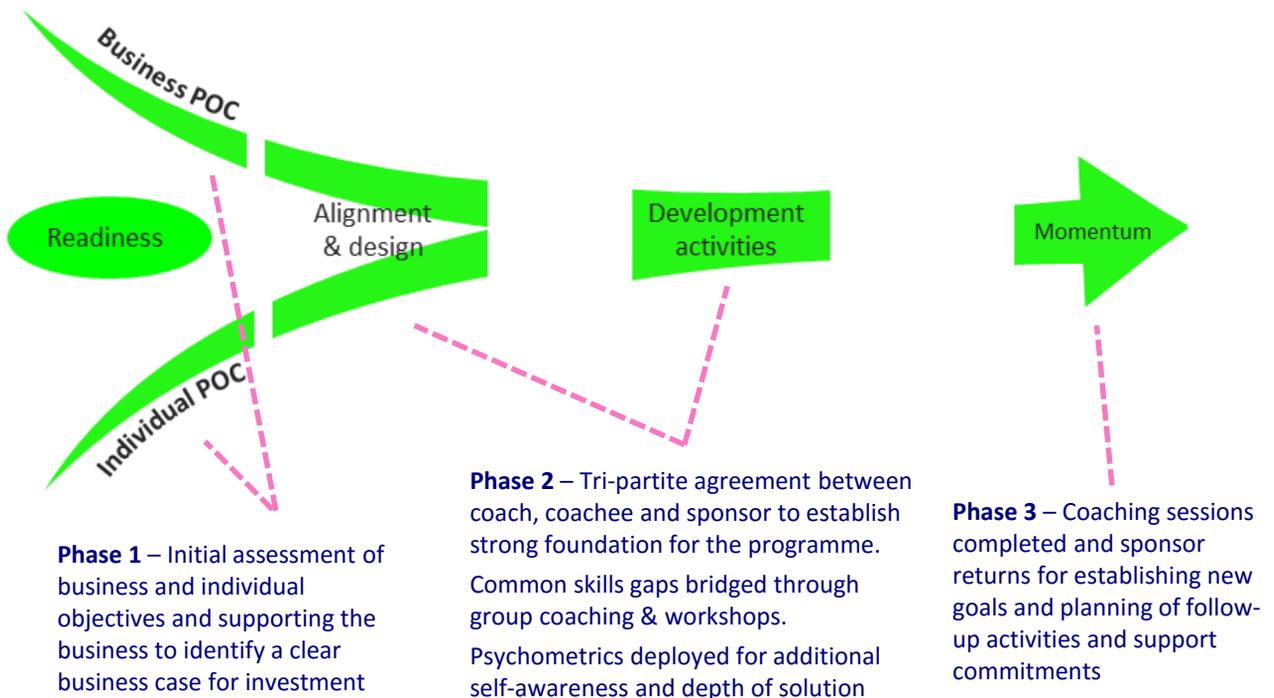
HSBC is one of the world’s largest banking and financial services organisations serving some 48 million customers. HSBC Commercial Banking division, through proactive succession planning, realised the impact of senior staff moving up and away. A focused and tailored programme of development was needed for a next generation of leaders.

The brief

HSBC Commercial Bank have a well defined and stratified management structure and successful individuals regularly progress through this. Critical business skills associated with high performers were perceived to be lacking in some. Catseye were approached to offer a solution to help the bank to deliver outstanding outcomes through its people.

The solution

Having experienced first hand the value of executive coaching, the sponsor was keen to explore this option for his individual team members. In order to ensure that the approach could deliver a return on investment for the individuals and the business an early Catseye consultation process was undertaken. After key business outcomes and key skills development areas were identified an alignment of purpose and outcomes was facilitated. The final solution blended 1-to-1 executive coaching with additional theory input and skills practice sessions over a 6 month period. To ensure that people’s development remained strongly linked to the delivery of key business outcomes, each individual’s coaching programme was set up with an internal line manager acting as sponsor and the skills practice sessions were supported by input and feedback from senior business stakeholders. The final approach was an ideal development tool for such busy professionals, accommodating different locations, availabilities and learning preferences.



Phase 1 – Initial assessment of business and individual objectives and supporting the business to identify a clear business case for investment

Phase 2 – Tri-partite agreement between coach, coachee and sponsor to establish strong foundation for the programme.
Common skills gaps bridged through group coaching & workshops.
Psychometrics deployed for additional self-awareness and depth of solution

Phase 3 – Coaching sessions completed and sponsor returns for establishing new goals and planning of follow-up activities and support commitments

The results

The programme provided a bespoke approach to address personal development areas ranging from such as decision making, personal impact, negotiation, working through others and managing senior stakeholders. As such, it was easy to monitor and report progress and identify where additional support was required. Across all coachees a significant improvement in leadership performance was noted, with results being recognised by the business in the form of promotions and additional career opportunities.

Early stage contracting between the Catseye executive coach, the sponsor and the coachee provided a formalised connection and commitment to each individual as well as a readily accessible feedback platform for all involved. This ensured that the business and individual purposes and outcomes remained aligned and strengthened the mutual commitment to support each other and strive for success.

Greater personal ownership of development

Better retention of talent and reduction in attrition-driven costs

Stronger leadership pipeline in the business

More efficient working practices leading to time & cost savings

Testimonial

I had the pleasure of working with Catseye over a number of years. Catseye provides great executive coaching throughout. Their approach is entirely bespoke and particularly helpful as they explore concepts in such a way that culminates in easy-to-use ideas and frameworks. Catseye has also given great support to developing talent within the wider team bringing great energy and enthusiasm to each session. I would highly recommend Catseye to any executive or aspiring executive looking to deliver on their true potential.

Blair Fanning – Head of Business Planning & Analysis

Contact

Martin Tothill was the legendary lead consultant for this project. To catch up with him or anyone else on the team, just email info@catseyedev.co.uk and we'll get you a response as quick as a flash

OUR VALUES & GUIDING PRINCIPLES

What does Catseye believe in?

Real change

The merit of every individual

Doing the right thing

Being even better every time

CONTACT US

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