

Overcoming key leadership challenges with Targeted Executive Coaching

An experienced Investment Director at an international asset management firm was facing several leadership challenges affecting their professional effectiveness. Despite being highly skilled in investment strategies, they struggled with workload prioritisation, relationship management, and making a strong professional impact. In collaboration with their line manager, they sought executive coaching to address these obstacles and formulate strategies to overcome them.

THE CHALLENGE

The Investment Director faced three key challenges:

- **Workload Management:** Perfectionism, driven by high Diligence on the HDS and high Learning Approach on HPI, led to difficulty prioritising tasks and burnout.
- **Relationship Management:** Low social confidence, indicated by low Ambition on HPI, and low Colourful on HDS, hindered collaboration and relationship-building.
- **Impact & Emotional Control:** Emotional changeability, reflected in the HPI and HDS (low Adjustment and high Excitable), affected conflict resolution and leadership influence.

These insights, along with feedback from the director's manager, highlighted concerns around workload, relationships, and professional impact.



THE SOLUTION

PCL's Targeted Executive Coaching programme provided the director with tailored strategies to address key challenges using insights from the Hogan assessments.

- **Session 1:** Set the scene, explored both the individual's and their manager's concerns and reviewed Hogan profiles to link personality characteristics with leadership challenges.
- **Session 2:** Analysed HPI and HDS scores in more depth, highlighting the scales of HPI low Adjustment and Ambition, high Learning Approach, and HDS high Excitable and Diligent and low Colourful and exploring their impact on challenges around perfectionism, relationship building and emotional reactivity.
- **Session 3:** Focused on Challenge 1, developed strategies for workload management, prioritising tasks and improving delegation.
- **Session 4:** Focused on Challenge 2, relationship management, promoting micro-interactions and knowledge-sharing.
- **Session 5:** Focused on Challenge 3, introduced emotional control techniques, including journaling and mindfulness.
- **Session 6:** Guided client to finalise their action plan, to choose which strategies they would use going forward, to agree goals, and arrange follow up.

THE RESULTS

The executive coaching programme led to significant improvements in the director's leadership style:

- **Workload Management:** Prioritised tasks, reduced perfectionism, and improved delegation, boosting productivity and reducing stress.
- **Relationship Management:** Increased social confidence and strengthened relationships through micro-interactions, enhancing team collaboration.
- **Impact & Emotional Control:** Developed emotional regulation techniques, improving conflict resolution and leadership presence in stress situations. Enhanced emotional intelligence and personal insight positively impacted their influence and communication within the firm.