



Case Study: Executive Coaching

Newly promoted into a senior management role from a technical underwriting position with a portfolio that was subject to a 'soft' market environment, coaching helped this high potential executive transition role successfully in the critical, early months in post.

The situation

LIU Europe is the specialist division of Liberty Mutual Insurance Europe Limited and provides a range of insurance products distributed through a select broker network. Headquartered in London with offices globally, it was facing challenges of over-capacity from competitors with resultant falling rates. At the same time, it was trying to maintain revenues from profitable new business with key producers.

The requirement

The coaching client had recently been promoted to a senior management role from his underwriting technical specialism. He wanted to improve submission and hit ratios with key producers while streamlining work processes and motivate the team to 'up its game'. While being highly technically capable, he was new to people management, and, the challenges of managing a team of which he had previously been a member, in particular. He needed to become more assertive and 'own' the new role.

Our approach

To help the client improve his personal effectiveness, the coaching took a solution-focused (S-F) approach, concentrating on what the client was already doing that was working and delivering results, and built on this foundation, while also developing newly desired behaviours. The client brought current work events to the coaching and examined these with the coach to gain further insights, identify the different choices available and turn them into action. The client used the coaching to rehearse a number of critical events and experiment with different ways of behaving to achieve the desired outcome. As well as helping him see situations from multiple perspectives, they also helped reassure him of a successful outcome, encouraging him to relax more and have confidence in his abilities. The client put the skills he acquired from coaching into practice.

Challenges

The client's first senior role was placing new demands on him. His habitual 'work harder' response was not delivering outcomes fast enough and business pressures needed him to increase the pace of change.

The results

The coaching helped the client grow into the role by developing his existing abilities and using these to help him become even more effective. Through coaching, the client achieved the following results:

- Effective delegation and encouraged ownership of tasks critical to the department's workflow;
- Saved 20-30% of one team member's time resulting in immediate £15,000 savings;
- Saved 20% own time each week through increased and more effective delegation - used time saved to be more visible in market and improve external perceptions and reputation;
- 3 x increase in referral output (1 team member) and improved consistency of team's claim quality;
- Integrated a dispersed team into a cohesive whole unit, and improved client confidence.

Contact

To discuss an issue or opportunity, please contact us for a confidential conversation: **E-mail:** info@zpdconsulting.co.uk **Office:** +44 (0)203 021 2116, **Web:** <http://www.zpdconsulting.co.uk>

Web: www.zpdconsulting.co.uk