



Transition Coaching for Senior Leader's Move into a New Organisation

Aerospace to Automotive – Advanced Manufacturing Client Story

Transition of a Senior leader to a new organisation with increased influence and responsibility to deliver against a critical deadline.

The organisation – Context

This tier one supplier to the automotive industry was responding to its customers strategy of expanding global manufacturing capability.

With an organisation re design a priority, and a gap in the skills required, the organisation looked externally to find an experienced leader to deliver the new strategic direction. The organisation sought to find a candidate with global manufacturing and engineering experience, not limited to automotive, in order to introduce new & innovative thinking.

The leader – Context

With twenty-five years of manufacturing engineering experience, he had progressed his career to become the Head of Advanced Manufacturing and Equipment Acquisition. His entire career had been with the same organisation, operating globally & across multiple territories in the Aerospace sector. He was motivated to move to a smaller organisation by the challenge of having greater influence, reporting directly to the Chief Operating Officer.

The tailored coaching process.

Facing a critical business deadline and the new role of Director of Manufacturing & Quality, the COO and Chief of HR needed to ensure the success of the new member of the senior leadership team.

It was agreed that a programme of transition coaching would be beneficial, commencing on his appointment. The Secret Coach worked with the COO and CHR to determine the priorities & the new Director of Manufacturing & Quality also agreed that transition coaching would be valuable.

The programme was designed to meet the needs of the coachee and his Executive Directors to be delivered over a six-month period, particular concentration during the first month involving face to face sessions, telephone and email support.

Continued overleaf

E: Rosanna@the-secret-coach.co.uk

T: +44 (0) 7771 792639

W: www.the-secret-coach.co.uk

The challenges – for the *organisation and the leader*

A new role of Director of Manufacturing and Quality needed an individual that had a track record of successful process transformation and improvement with the experience to operate globally.

The organisation had a critical deadline of 18 months to implement a new strategy aligned with its primary customer.

The leader – Director of Manufacturing would need to:

- Quickly familiarise himself with the business structure, current processes and people.
- Create a strategic plan for expansion into global territories
- Manage current product and quality delivery for primary customers

The coaching focus – *Defining transition priorities*

The coaching sessions and ongoing support uncovered the following priorities.

i) Awareness of his new Organisation & stakeholders:

How he would navigate his engagement with the organisation to get the right information, and build the best relationships in the shortest time frame.

ii) Understanding current status & capabilities:

How to get the hard facts and soft issues about the current operating strategy, people & situation so he could identify the processes and opportunities for improvement

iii) Delivering against a critical business deadline:

How he would manage this. Creating strong key relationships whilst reshaping resources to meet the challenge & ensure others commit to changes and be accountable for results.

As these priorities were identified early in the coaching programme, subsequent coaching sessions and telephone support were focused on achieving effective transition.

The impact - *for the organisation and the Director of Manufacturing & Quality*

Following the transition coaching programme, tailored to the organisation's needs the Director succeeded in;

- Quickly developing productive relationships with other stakeholders making it possible to implement a series of successful changes and improvement actions.
- Winning the support of his new team by recognising their achievements and challenging their imagination.
- Developing a sound future strategy that combined improved & innovative working practices.
- Delivering, with the support of his team, against the customers critical deadline and on budget.

In the words of the COO –

"It's always a risk when you go outside the organisation to hire at this level, particularly when the challenge is also new. One can only imagine the challenge of coming into such a long-standing and well-established team. We are very pleased with our decision to invest in coaching for our new Director and the results speak for themselves".