



facilitators of organisational and personal transformation

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Personal Development

Industry

- Primary Industry, Manufacturing and Technology

Category

- Personal Development and Executive Coaching

By-line

50 steps towards being an effective chief executive

Context-Background

The client was a new appointment to the chief executive role of a family owned, globally operating processing and trading company. The mandate from the board was to grow the business.

The challenge was to increase income streams by bringing to market new innovative lines or productive derivatives and increase the value of the business.

The chief executive in the business had extensive experience in marketing, business development, product innovation and commercialisation, but no real experience at running a total business.

Young, passionate and energetic, the chief executive was committed to being the best CEO he could be!

The Challenge

To make the chief executive an outstanding chief executive in one year!

Guide and build competencies and abilities as enablers of effective leadership and management of a multi million dollar, diversified, global business.

The Keogh Approach

Our approach involved the following key elements

- Life planning and personal visioning
- Personal and business audit – what shape are you in and what shape is the business in?
- Gap analysis focusing on dimensions of technical and business abilities and knowledge, physical capacity and wellbeing, interpersonal and intrapersonal awareness, style and skills, clarity of vision, objectives, direction and purpose
- Secondary research – what makes for effectiveness as a chief executive and the search for core competencies of high performing chief executives
- Performance mapping in 50 interdependent sessions spread over a 12 month period
- Conducting coaching sessions (2-3 hrs) with prework, post session homework and prescribed reading.
- Interactive sessions involving
 - Simulations for practice of core competencies
 - Open forum discussion of topics in tutorial format



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- Inductive reflection of core concepts and their practical holistic application to the chief executive's life and business
- Journaling and recording ideas, actions, reflections, insights, lessons and results.

The Results

Progressive audits and reviews were completed bi-monthly and on completion of the 12 month program.

The most significant results achieved were

- The chief executive taking responsibility for his own learning
- Self initiated reading (previously a non reader), participation in seminars, workshops – awakening a real zeal for learning
- Mentoring and coaching his executive team
- Raising the bar of expectation of his executive team
- Improving performance and profitability from each of the business units and functional departments
- Improved personal relationship with life partner and board members
- Stepping back, making room for senior executives to step up
- A stabilised, steady and considered style that produces confidence in the business and the courage to challenge, with the intent of improving performance.