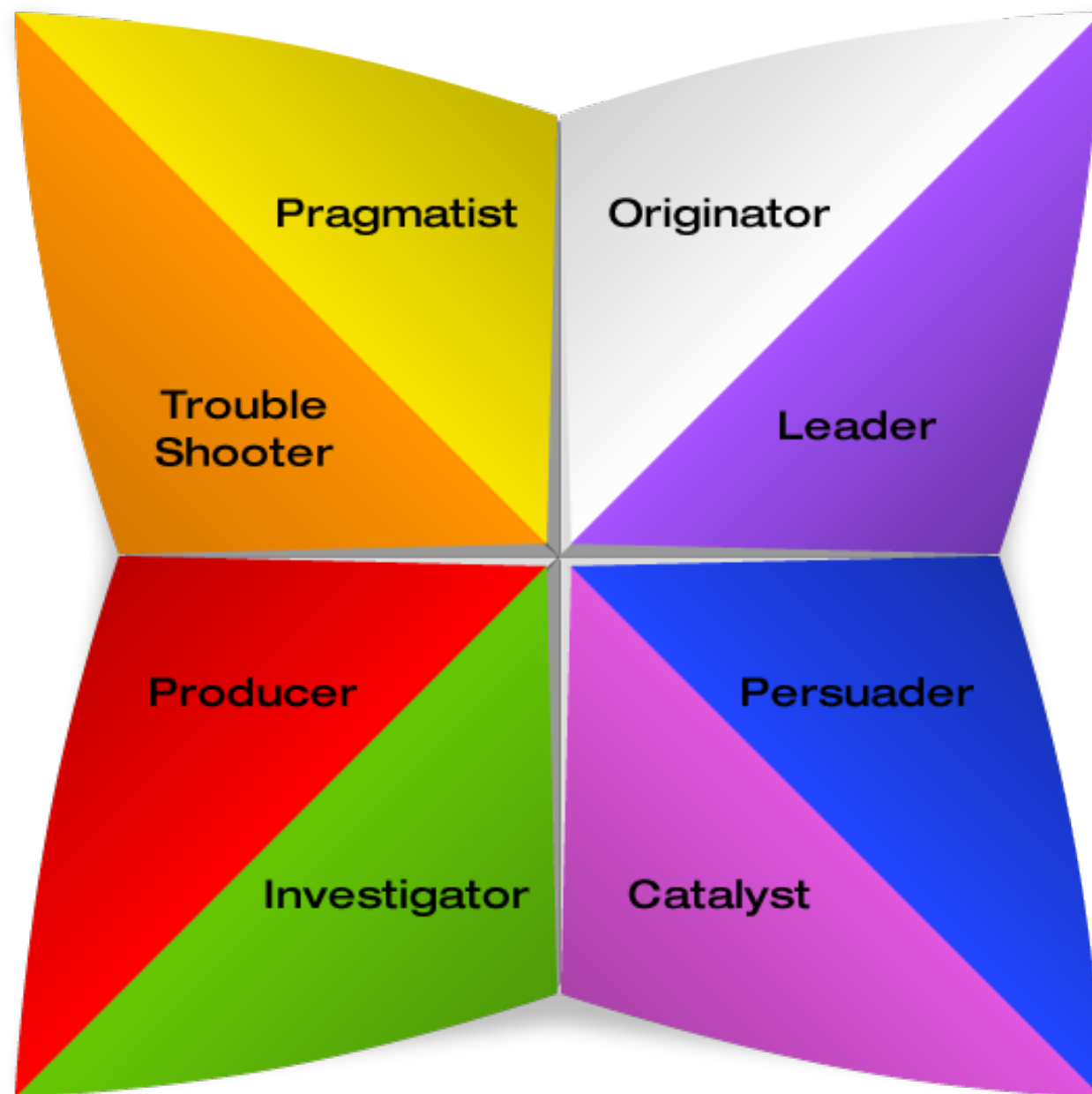


# Leadership Development Case Study



## Summary

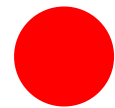
A Regional Finance Director engaged in an executive coaching programme in order to further develop his senior leadership and decision making skills. The Decision Profile played a critical role in his coaching and served as the vehicle in taking his influencing skills to the highest level.

# Leadership Development Case Study

## Using the Decision Profile as a coaching tool



A Senior Finance Director was seeking to develop his leadership and decision making capabilities



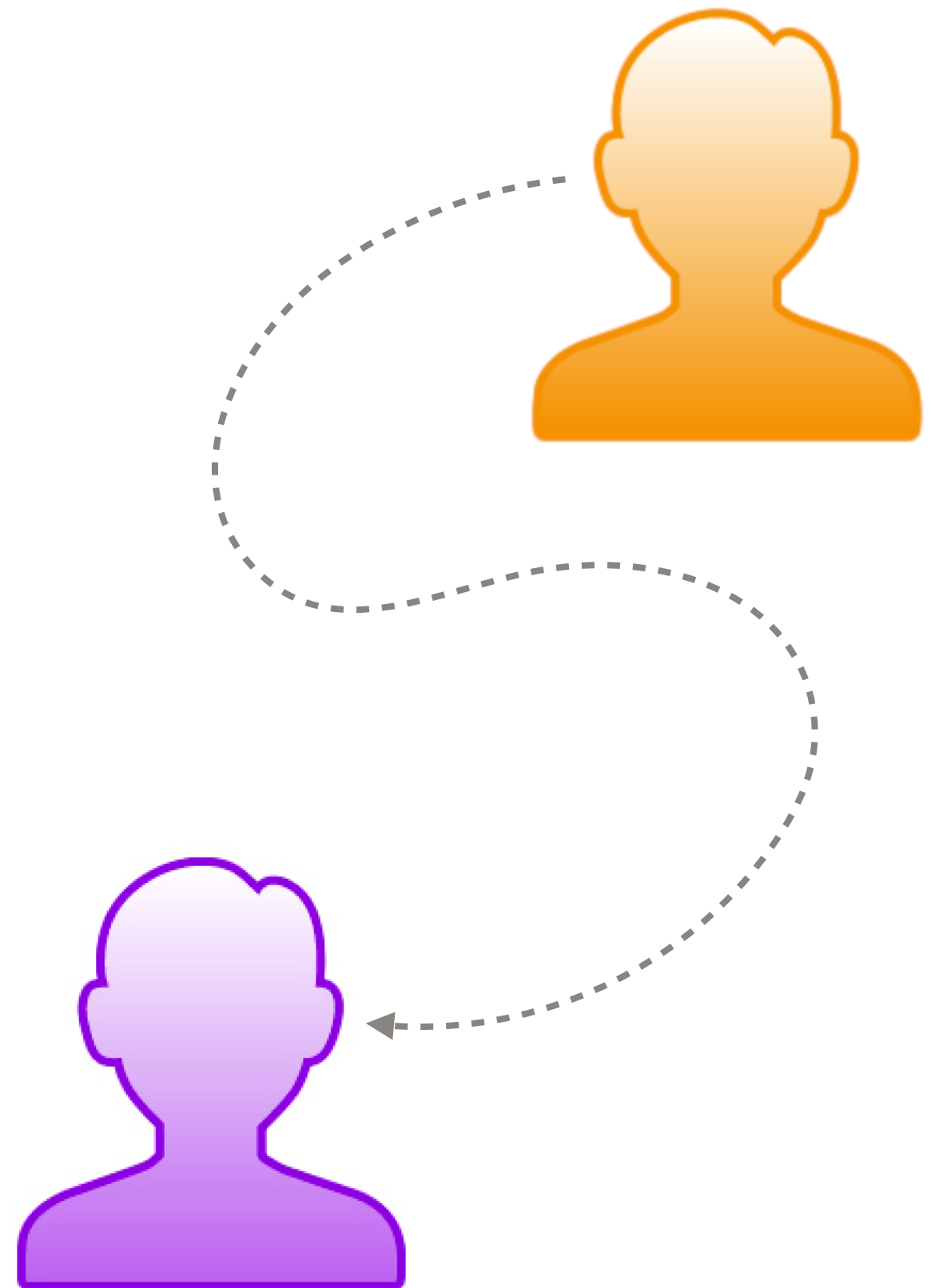
His technical finance abilities were of the highest order. However, there was a clear need to elevate his business partnering skills and enhance his impact as a strategic leader

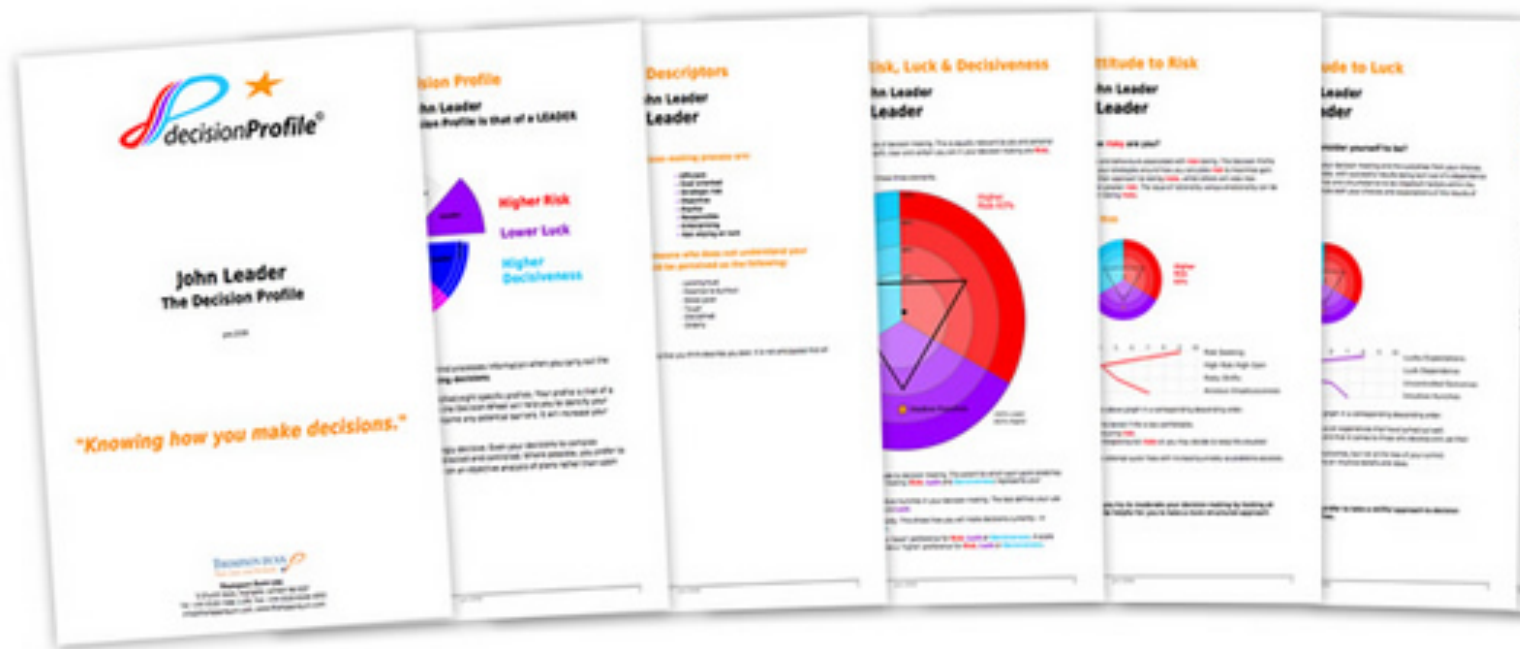


The Decision Profile provided an objective analysis of his decision making and illustrated the areas that he needed to focus on in order to develop his strategic decision making potential



Within an executive coaching programme, he achieved profound developmental growth in his decision making skills; seeing him gain promotion by shifting from an action-orientated, Trouble Shooter Profile to a more strategic, commercial-focused Leader Profile





A Regional Finance Director was recruited by a global organisation to be their senior finance lead in their Northern and Eastern Europe territory. Following a rigorous executive assessment process, two outstanding candidates arose.

At the point of recruitment, it was clear that the role would require a highly decisive character with outstanding financial acumen. The Decision Profile identified that one of the candidates presented the necessary decision making preferences that would be required.

The candidate's **Trouble Shooter** Decision Profile - characterised by overall Lower **Risk**, Lower **Luck**, Higher **Decisiveness** preferences - would be the ideal profile for the job at hand. The Decision Profile played the crucial role in identifying the appropriate candidate. His conservative and rational approach, in combination with his confident, firm, speedy and intuitive decisiveness, made him the outstanding choice.

The successful candidate made an immediate impact on the business - as was expected following his recruitment assessment.

He brought stability, raised processing and reporting standards, and provided the financial foundations from which the region could pursue its goal of expansion through merger & acquisition activities. He built a regional finance organisation that was not only a support to business leaders, but a function that acted as the strategic partner to the regional leadership.

Having established stability, and following a two year period of expansion and growth, it became clear that the Regional Finance Director needed to develop his own skills and capabilities as a leader. The organisation had raised the bar of operational standards, but having grown considerably in terms of revenues, geographical footprint and workforce numbers, senior leaders needed to adapt their strategic leadership and decision making skills in order to embed the evolved organisation.

At this point, the Regional Finance Director engaged in an executive coaching programme. His technical finance skills had helped to achieve a huge amount in a relatively short space and time. However, he was now required to step-up as a strategic business leader, not just of finance operations but of people as well.

The Decision Profile was identified as the appropriate vehicle to model his development programme. The job no longer required a purely decisive and action-oriented decision making approach. He now needed to expand his ability to take risks and to process the complex, multi-layered facets of a now greatly expanded finance organisation. The challenge was for him to step back from a hands-on, fix-it approach, and expand his potential for thought leadership. In other words, he needed to establish the strategic vision, and create the appropriate organisation to support the commercial ambitions of the region, but also step back from being the implementer and completer. He now needed to 'orchestrate'.

*"I don't rely on luck to get results"*

The Finance Director demonstrated great commitment and ambition to his leadership development programme. He dedicated himself to enhancing his decision making skills, in line with his identified coaching objectives. Over time, clear behavioural and attitudinal shifts were evident, and he began to show his potential for true strategic leadership. His ability to influence the business moved up a level and his people management skills began to shine through.

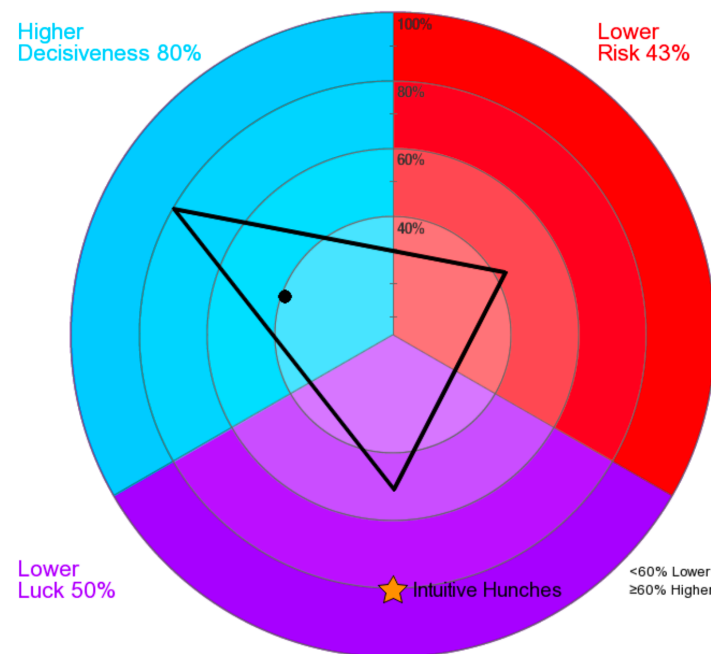


Fig1. Recruited *Trouble Shooter* Profile

A year into his coaching, it was decided to re-assess his decision making using the Decision Profile. Clear behavioural developmental shifts had occurred and these were reflected in the Decision Profile. He had refined his decision making and moved his initial *Trouble Shooter* Profile to that of *Leader* - defined by overall Higher Risk, Lower Luck, Higher Decisiveness preferences. The Decision Profile had acted as a key coaching tool that could be used to effect real, developmental change. The objective data supported the subjective behavioural shifts, and the marked changes can be seen in the comparative graphs above.

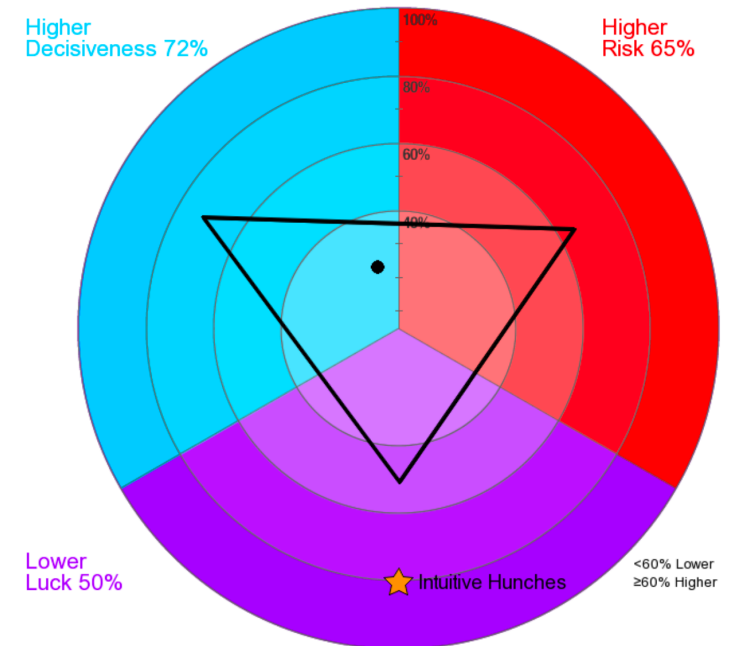


Fig2. Developed *Leader* Profile

The Decision Profile has shown itself to be an outstanding coaching tool. And its effect is by no means short term. In fact, the personal development work that this Finance Director committed to, with Decision Profile as the key vehicle for change, proved to be invaluable to his career progression in the long term. Following two years of executive coaching, he became the sole internal candidate to succeed the outgoing International CFO. The organisation recognised the outstanding work that he had done and recognised this by promoting him to the international role.

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