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A CASE STUDY

CEO EXECUTIVE COACHING

GEORGE BRAGADIREANU
Master Certified Coach ICF

BY GEORGE BRAGADIREANU

EXECUTIVE SUMMARY

This case study explores a significant behavioral and attitudinal change in a top leader through a "stakeholder" behavioral change program. The program involved the leader's management team coaching him towards desired and agreed-upon behavioral changes. This study details the process, challenges, and outcomes of this transformative journey.

INTRODUCTION

The challenge of changing top leadership behavior is often complex and requires a nuanced approach. This case study presents a unique "stakeholder" behavioral change program, where a CEO undergoes transformative changes through the direct involvement of his management team.

BACKGROUND

The CEO of a prominent organization (edible oil industry, Romanian Plant, part of a large European group of companies of French origin) faced challenges in communication, strategic role assumption, and decision-making. Acknowledging the need for change, he engaged in a coaching program designed to address these specific behavioral aspects.

CASE EVALUATION

Three key behaviors were identified for change: consistent communication of guiding vision, shifting from operational micromanagement to strategic executive roles, and rapid decision implementation. The CEO's progress was regularly measured and evaluated over a period from July to October 2023.

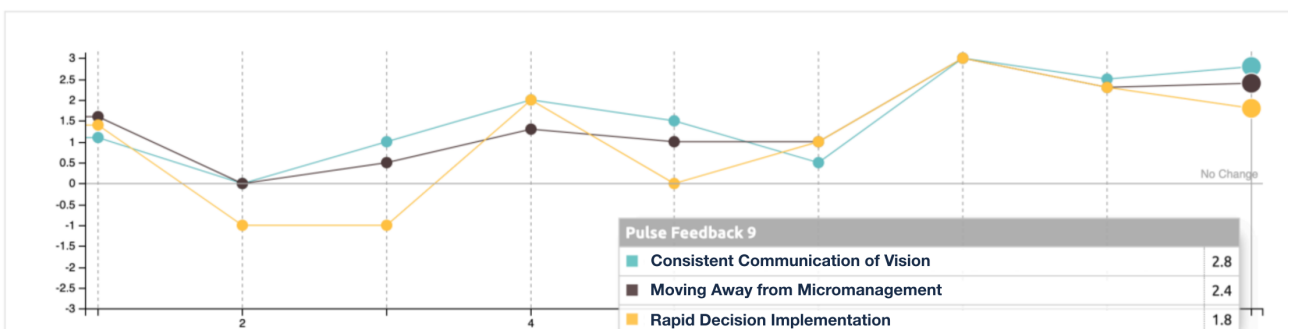
Behavioral Objective	Signs of Behavioral Change	Questions Posed by Leader During Coaching	Fears and Anxieties of Management Team Members
Consistent Communication of Vision	<ol style="list-style-type: none"> 1. Clear and consistent messaging. 2. Transparency and openness in conveying personal and company vision. 	<p>"How can we align our personal vision with the company's vision?"</p> <p>"What additional information can we provide to understand the vision better?"</p>	Concerns about sudden changes in direction or unrealistic expectations.
Moving Away from Micromanagement	<ol style="list-style-type: none"> 1. Clear delegation and trust-building. 2. Support and guidance instead of direct control. 	<p>"How can we distribute tasks and authority efficiently within the team?"</p> <p>"What resources and support do we need to succeed in our new roles?"</p>	Fears related to additional responsibility and lack of support from the leader.
Rapid Decision Implementation	<ol style="list-style-type: none"> 1. Swift action-taking and responsibility assumption. 2. Decisive action with risk management. 	<p>"How can we make decisions faster while still minimizing risks?"</p> <p>"How can we act quickly and efficiently to achieve the desired results?"</p>	Anxiety about risks and potential negative consequences of hasty decisions.

METHODOLOGY

The ICF-certified coach played a pivotal role in maintaining and supporting the process. The coach's responsibilities included holding space, providing systemic feedback, and guiding the CEO in building new relationships with his team.

RESULTS

After nine assessments, substantial improvements were noted in the perception of the CEO by 13 selected stakeholders, including the management team and the next level in



the organizational hierarchy. All three behavioral objectives showed significant positive changes.

CLIENT TESTIMONIAL

"Once you find a fit, George immediately creates the 'sacred' safe place where the magic happens and the most insightful, reflecting and rewarding learning experiences take place. He will stretch you out from your comfort zone while his capacity to empathise and create positive emotional memories will leave a long-lasting learnings. He is very well structured, logical and possesses diverse knowledge on various topics with vast capacity to quickly switch between them. Undoubtedly, having him as a coach was one of the most rewarding experiences for me. Hence my strong recommendation for him."

COACH'S REFLECTIONS

The coaching journey not only impacted the CEO but also initiated a ripple effect throughout the organization, leading to increased openness to feedback, courage in seeking help, and disciplined work routines.

CONCLUSION

The case study demonstrates that with courage, discipline, and humility, significant behavioral changes are possible at the top leadership level. This program is one of many approaches that can be used to support leaders, always customized to the client's needs.

ABOUT GEORGE BRAGADIREANU, MCC

George Bragadireanu is a seasoned professional with over a decade of rich experience in coaching, amassing an impressive 3700 logged coaching hours with over 650 clients. His expertise is recognized internationally, holding the prestigious Master Certified Coach credential from the International Coaching Federation, a distinction shared by only a select few worldwide. George's diverse clientele ranges from front-line managers to executive leaders and business owners, demonstrating his versatility and ability to adapt to various coaching needs.

With a solid foundation in corporate and management experience, primarily in the banking sector, George has spent 15 years in roles including Corporate Sales Regional

Manager and Training Manager at UniCredit Banking Group. His academic journey includes postgraduate studies in economics, political science, mathematics, and communication, alongside continuing education at Cornell University in the Psychology of Leadership.

George's commitment to coaching education and certification is evident in his credentials from esteemed institutions like Performance Consultants International, Mindmaster Academy, Integral Coaching Canada, and the Richard Barrett Values Centre. He is also skilled in existential coaching, logotherapy, and systemic team coaching, enhancing his approach to foster growth, innovation, and transformation in his clients.

In addition to his professional pursuits, George has made significant contributions to the coaching literature and tools, including authoring 'The Leadership Spark', translating key coaching books into Romanian, and developing 'Coaching 4 Managers' - both a mobile app and a double CD of managerial coaching education. His personal interests span jazz and rock music, science fiction, spirituality books, and sports, reflecting a well-rounded and dynamic personality. George is also a devoted family man, married since 2003 and raising two adolescent boys.

REFERENCES / BIBLIOGRAPHY

Leadership Is A Contact Sport, by Marshall Goldsmith, creator of the Stakeholders Centred Coaching methodology used in this executive coaching program: <https://marshallgoldsmith.com/wp-content/uploads/2022/05/LeaderContactSport.pdf>