

## Successful one on one coaching case by Raf Adams, closing the GAP Chinese Leader based in Guangzhou

Katie was a one of our key talents. Originally a KA manager in headquarter office, she had many of the characteristics typical of the functional professional.

- ✓ She was intelligent, fast thinking, with a quick numerical analytical skill
- ✓ Sharp negotiation skills
- ✓ She was aggressive, ambitious, speedy, always aiming to achieve high.
- ✓ She was proud of the characteristics which made her succeed in handling several strategic key accounts, even it meant putting people down.

Katie was intolerant of people who thought and act more slowly than herself. She was also intolerant to imperfect execution. Katie was also used to making decisions based on detailed data. She could not tolerant to uncertainty well either.

Katie's career goal is to be a senior sales leader of a large company. The company also treasures her as a key potential talent. As regional field sales experience of all channels is a must for being a senior sales leader, the company decided to transfer Katie from headquarter KA department to the largest sub-region of China as a regional sales leader. A 6-month coaching program with Mr. Raf Adams was also introduced to help Katie to go through the transition well by focusing on the below objectives:

- ✓ be more self aware
- ✓ be readied to complexity
- ✓ embrace diversity
- ✓ build team capability instead of rely on self
- ✓ and assist her

Even Katie is not a very open-minded person, Raf won her trust very quickly. Katie felt she was "fully heard and understood".

Katie's performance at her 3-month team integration session was amazing. She transparently shared her values, beliefs, strengths and disadvantages, and even her fears. The exploring coaching process was highly appreciated by both sides. Katie's change was witness by the whole company:

- ✓ She managed out low performers smoothly without interfering the team's morale
- ✓ She won her team members' admiration—many of them hold doubts for her before.
- ✓ The turnover rate of her 1<sup>st</sup> half of 2013 was 3.8%.
- ✓ Her business result was brilliant. As the top 1 sales sub-region in China, her team exceed 6% of the sales target in the 1<sup>st</sup> half of 2013. All KPIs achieved excellently.