

Executive Coaching Delivers High-Impact Results for eCommerce.

Investing in the mindsets of critical leaders to scale innovation and growth.

OPPORTUNITY TO ACCELERATE LEADERSHIP DEVELOPMENT

With 33% sector growth, we decided now was the time to take our leadership development to the next level. We had a team of leaders already exhibiting solid leadership traits, so our goal was to **expand their competencies and create mindsets** that would ensure exceptional outcomes, innovation, and growth for the future of eCommerce and Company X.

Although our leaders were doing an exceptional job delivering solutions to clients, there was an opportunity to **move innovation forward** by helping them create **strategic thought partnerships** that clients would come to rely on. Additionally, we wanted to give leaders coming into a new role **every resource necessary to be highly successful**.

Having a coach to guide our leaders through their next **“big thing”** takes the guesswork out of success, elevating the entire enterprise through exceptional leadership.

Effective executive coaching is proven to have more impact than other workplace development tools.*

130%
More likely to have strong
business results

42%
Higher employee productivity

33%
More engaged employees

* *Coaching Makes All the Difference*, J. Brubaker, Entrepreneur.com 2015 and *Does Executive Coaching Work*, The British Psychological Society, Vol. 27, 2014

ENTERPRISE-FIRST APPROACH

Four executives and three mid-level leaders from eCommerce were paired with executive coaches from Transcend, a performance-focused consulting firm, and an internal executive sponsor from Company X. The Transcend team worked closely with Company X eCommerce executives to map out a personalized development plan that would **build executive and leader competencies** while delivering value in areas of **synergistic growth vital for the CEO’s strategic vision** for eCommerce.

Transcend’s Nine Competencies of Elite Leadership:

The following nine researched-based competencies are tied to the tactical and relational skills that are critical to increasing productivity, leadership confidence, profitability, employee engagement, relationship building, and holistic work/life happiness for leaders. Mid-level leaders are coached focusing on the first five most critical competencies. Executive leaders work on strengthening all nine, with a deep focus on what is needed most for their personal leadership goals.

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|---------------------------------|-----------------------|--|
| 1. Plans and Aligns Initiatives | 2. Delivers Results | 3. Demonstrates Emotional Intelligence |
| 4. Drives Engagement | 5. Manages Complexity | 6. Innovates and Strategizes |
| 7. Drives Vision and Purpose | 8. Develops Talent | 9. Pursues Self Development |

Synergistic growth areas vital for eCommerce:

The following are areas beyond executive and leadership competency development that were vital to the strategic vision for eCommerce, sector growth, and emerging opportunities, adding more detailed focus to the coaching engagements.

Elevating customer experience and loyalty:

- Become stronger strategic thought partners with clients.
- Shift mindsets from reactive to proactive and anticipate client needs.
- Drive strategic vs. organic growth by creating a visionary strategy with clients.
- Enhance credibility and trust by moving from an operator presence to an executive presence.

Expanding innovation and collaboration:

- Prioritize tasks and initiatives that drive the most value for the business.
- Promote collaboration and relationship building cross-sector and beyond sector boundaries.
- Move beyond implementation to scale talent development, meeting cadence, and critical role analysis.
- Enhance strategic alignment and resource allocation and empower team decision-making practices.

Focusing on both tactical and relational leadership:

- Define new roles and execute strategy within teams.
- Deploy best-in-class meeting cadences to increase engagement.
- Leverage key relationships across the business to achieve results.
- Effectively lead change in evolving environments and align team dynamics.

RESULTS

The executives and leaders from eCommerce had overwhelmingly positive results, reporting increases in productivity, relationship effectiveness, and capabilities related to driving performance. We formed a durable foundation for leaders and executives to scale business impact through thoughtful, engaged, and proactive leadership implementations for years to come.

Results are measured using:

- A **360-assessment process** to begin the engagement, connecting leaders to the tactical and relational competencies and growth areas most important to individual development.
- An **in-depth 3-month survey** for both the leaders and executive sponsors to provide progress data and make any necessary adjustments to the coaching plan.
- An **in-depth 6-month survey** following the coaching engagement to plot data points from beginning to end and provide measurable results from the engagement.



“Leader B”

Reported a **20%** average growth increase in capabilities related to **driving business performance**, a **30%** increase in **leadership mindfulness**, a **20%** increase in **personal and professional fulfillment**, and a **20%** increase in **physical health**.

Percentages are tied to the following behaviors pre- and post-coaching engagement:

| Pre-Engagement Opportunities | Competencies of Focus | Post Engagement Results |
|---|---|---|
| This dedicated leader was over-involved in the day-to-day execution of the business, leaving less time to drive strategy, and less opportunity for his team to take direct ownership of client relationships. | <ul style="list-style-type: none">- Innovates and Strategizes- Drives Vision and Purpose- Develops Talent | Shifting his mindset from operator to executive increased strategic acumen substantially and allowed focus on the development of direct reports, driving business performance and growth. |
| The potential for more structured and effective meetings revealed an opportunity for team and cross-collaborative innovation to increase. | <ul style="list-style-type: none">- Manages Complexity- Develops Talent- Innovates and Strategizes | Focusing on tools and procedures for meeting effectiveness enabled structured conversations that led to proactive collaboration and an increase in innovation with peers and direct reports, resulting in sector-wide change. |
| A need for increased executive confidence and desire for wellness and work-life balance left room for increased motivation. | <ul style="list-style-type: none">- Pursues Self-Development- Drives Vision and Purpose | Gaining tools to increase confidence and build a balanced, healthy lifestyle resulted in higher engagement for his work and a more balanced routine. |

“Leader B” Testimonial: *“[My coach] has helped me unlock ways to push my strategy further with my teams, where and how to focus on the right things, let go of the things that are not important, and create better ways of communicating internally and externally.”*



“Leader C”

Supervisor reported effectiveness gains of **15%** or more in the competency areas of **driving engagement and demonstrating emotional intelligence**.

Percentages are tied to the following behaviors pre- and post-coaching engagement:

| Pre-Engagement Opportunities | Competencies of Focus | Post Engagement Results |
|--|---|---|
| This promising leader had opportunities to be more agile with plans that required updating mid-implementation. Correcting his resistance to change would increase innovation and engagement. | <ul style="list-style-type: none">- Demonstrates Emotional Intelligence- Plans and Aligns Initiatives- Manages Complexity | Increasing emotional intelligence with tools for improvisational thinking and mobility allowed him to be open to dynamic change and find opportunities to drive engagement. |
| Setting expectations and providing positive feedback to his team did not come naturally, leaving opportunities for engagement and collaboration on the table. | <ul style="list-style-type: none">- Drives Engagement- Plans and Aligns Initiatives | Tools for providing feedback and team communication increased engagement and allowed opportunities for team development. |

“Leader C” Testimonial: *“I am learning a lot about myself and effective leadership. [My coach] and I talk about tools, tactics, and ways to approach situations and it is sharpening my skills to continue to grow as a leader.”*

“Leader D”

Reported **gains across all five leadership competency areas** and supervisor ratings indicated measurable growth in three of five areas with more alignment and opportunities ahead.

Percentages are tied to the following behaviors pre- and post-coaching engagement:

| Pre-Engagement Opportunities | Competencies of Focus | Post Engagement Results |
|---|---|---|
| Transitioning to an expanded role with more complexity, higher level direct reports, and enterprise-wide projects created an opportunity to grow leadership competencies. | <ul style="list-style-type: none">- Drives Engagement- Plans and Aligns Initiatives- Manages Complexity | Putting feedback models, meeting structures, and strategy tools in place, in addition to embracing an enterprise-first mindset served to drive accountability in the new role while increasing productivity and engagement. |
| With the consistency of change in the industry, there was a goal to become faster and more proficient to reduce cost for clients. | <ul style="list-style-type: none">- Drives Engagement- Plans and Aligns Initiatives- Manages Complexity- Demonstrates Emotional Intelligence | Leveraged change-management tools to help engage and communicate with team members and stakeholder groups to maximize opportunities, increasing productivity and innovation. |

TAKEAWAY



Through the eCommerce team's experience with executive coaching, we have learned the time is now to develop our leaders for the future of Company X. This proactive approach has proven to create more seamless role transitions, boost engagement, drive performance, and upskill leaders for the future of the company.

We are confident that the positive impact these seven leaders reported as a result of their coaching experience will show up in short-term goals as well as in our longer-term strategy. Investing in development proactively ahead of major challenges will save time down the line, benefit relationships with clients and talent, and impact Company X's growth, as our leaders will accomplish their goals faster.

We believe in the significant potential for the impact of proactive executive coaching across Company X. By investing in our leaders now, they will become more engaged with their teams, increase excitement for their roles, and be more closely aligned with the vision of Company X. Along with these benefits, investing in our leaders shows our commitment to their success and their future with Company X.

