

Case Study

THE CHALLENGE

- > New job with new responsibilities
- > Broader and larger role
- > Working with a new team
- > Rapidly changing and dynamic environment
- > To develop a more healthy work/life balance

THE SOLUTION

- > Provide a mechanism for further personal/professional development
- > To use objective profiling tools
- > Confidential mentoring sessions
- > Clearly focused goals and objectives

THE BUSINESS BENEFITS

- > More effective team
- > Staff more motivated and focused
- > Improved strategic planning
- > Achieved effective relocation to USA
- > Successfully managing a wider team on two continents during a challenging business period

INTERVENTIONS USED

- > 360°
- > TMS Profiling



Alan Giles, General Manager for Europe



Having taken up the role of General Manager for Europe at Solcorp, Alan Giles participated in an **FTS** Executive Mentoring Programme in order to adapt to his new working environment and effectively manage his new responsibilities. The structured sessions with the **FTS** Mentor helped Alan to develop his management style, clarify his goals and evaluate his working practices and behaviour. "Having a Mentor enables you to talk in a safe environment," explains Alan.

"It challenges your perceptions and provides a natural release for issues, which have arisen in the working environment."

The programme has given Alan a greater understanding of his role and potential, directly leading to an increase in his self-confidence. "The Mentoring Programme initially helped me to adjust to a new job, new people and new responsibilities," says Alan. "I now have more confidence when dealing with my direct line reports and my client relationships have also improved."

In a broader and larger senior management role, Alan has had to learn how to prioritise and delegate more effectively. "Talking with my mentor has encouraged me to focus on areas, which are **important** and not just urgent," he explains. "I am now more likely to concentrate on areas where I have greater influencing ability and can make a difference."

The programme has also helped Alan to enhance his communication skills. A good manager will motivate, listen, empathise, give and ask for constructive feedback and Alan feels that "more open and frequent communication" has certainly improved his management style. "By focusing on open communication and empowering other people to make decisions I now feel better equipped to deal with problems," Alan reflects. "Making a conscious effort to discuss issues with others and by acting more decisively, I also feel that my personal effectiveness has improved."

Encouraging Alan to maintain stress at productive levels, the

Mentoring Programme has also helped him to establish better control over his work/life balance. “I am certainly more aware of the importance of establishing a healthy work/life balance and I now allocate time more effectively between the two,” says Alan. This is an important aspect of the programme and Alan has been encouraged to think carefully about how he uses his time. “It is not simply a question of personal time away from work,” he explains. “When physically not there, for example, I need to be mentally detached from it too.”

Overall, Alan has found the Mentoring Programme highly beneficial to his personal and professional development. “The mentoring sessions effectively challenged my thinking process,” Alan reflects. “Instead of simply accepting my answers as final, my mentor has always encouraged me to really consider what it is that I am saying and this has helped me set clearer goals and achieve them faster.”