

## EXECUTIVE COACHING

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| <b>Client</b>   | <b>Global e-Commerce Platform</b> |
| <b>Project</b>  | <b>Global Leadership Coaching</b> |
| <b>Audience</b> | <b>Leaders</b>                    |
| <b>Location</b> | <b>Europe, USA, Australia</b>     |

### THE ORGANISATION

With 149 million active buyers globally and over 700 million listed items, our client is one of the world's largest online marketplaces, enabling 20% of global ecommerce activity. Founded in 1995 and employing c. 30,000 people worldwide on all continents, it connects a diverse and passionate community of individual buyers and sellers, including a growing number of businesses both large and small. The organisation has three business units, supporting online buying and selling, digital payment processing, and commerce, retailing and digital marketing for merchants.

### THE REQUIREMENT

In an organisation where managers operate in a matrix-based and virtual working environment, leadership challenges are highly differentiated. Our client was seeking a provider with a global network of high quality coaches who would be able to offer a consistent resource to support leaders across all areas of the business in being adaptive and agile.

### THE SOLUTION

We agreed an overarching coaching framework, informed and inspired by our business-focused approach to coaching support. Before contracting each coaching relationship, the participant has a conversation with their line manager and L&D representative to agree their coaching need and focus, and the nature of the support they require. The participant also works with L&D to engage with their line manager and define the ongoing support they will need after each coaching contract to ensure transfer of learning back into the workplace.

The coaching content has varied considerably between individual clients, depending on their personal development requirements and the business and cultural context of their roles, but has included:

- Leadership styles
- Influence and Personal Impact
- Communication
- Transitions, especially where leaders need support in enhancing their ability to flex their style to have impact across a variety of cultures.

In some cases, there has also been a mentoring element to the coaching relationship, reflecting our ability to provide a suitable quality of coach/mentor with a willingness and ability to offer positive challenge.

### DELEGATE QUOTES

*"I got loads of value out of this - I have made strides forward that I would not have made without our coaching sessions."*

*"We continue to work on the goals set up front, and focus on applying learnings moving forward!"*