



## COACHING EXERCISE #4

### Case Study—The Competent Jerk

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#### Case Study

Chris is a 48-year-old International Sales Director for a large, global sales firm. Chris has been with the company for over 11 years and has risen through the ranks based on strong sales performance and demonstrated technical competence. Chris ranks as one of the top producers and manages three multi-national sales teams.

In a recent organizational talent management/succession planning review, senior managers saw little upward mobility and possibility of promotion for Chris, because of strong interpersonal skills deficits. Chris is perceived to be highly arrogant, defensive, and opinionated, and he lacks empathy for others. Chris uses an autocratic style and has little patience for those who are slower to learn or require tremendous feedback about their performance.

Chris is also a "Type A" personality who tends to work tremendously long hours and exhibits poor health habits (rarely exercises, smokes, and weighs too much) that have contributed to his lack of work/life balance and high blood pressure. In the last executive physical, Chris was encouraged to make some immediate changes in eating habits, increase physical activity, and stop smoking.

The CEO of the organization believes Chris can benefit from executive coaching to become a "participative leader" and enhance interpersonal skills that can help build a stronger psychological climate for talent to be even more engaged and productive. The CEO believes Chris should utilize the executive coaching to enhance both leadership effectiveness and physical health. Unfortunately, Chris doesn't really believe a coach will be that helpful but believes politically it would be in his or her interest to work with one for a brief time.

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#### Case Study Questions:

1. What are the presenting issues?
2. What role, if any, might the CEO play in any lifestyle coaching that might take place?
3. How motivated does this client appear to be to make positive health and behavioral changes?
4. If you were asked by the CEO to coach Chris, what steps would you take to contract and clarify your role? What steps might you take to ensure success?
5. How can you measure coaching success with this type of coaching engagement?
6. What knowledge, skills, and experiences would a coach need to have to take this coaching engagement?
7. What potential pitfalls, barriers, or challenges do you see in this situation?
8. What ethical and professional dilemmas do you see in this coaching situation? For example, should companies advocate for the health of their talent?

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