

## Coaching an experienced executive hired as COO and second in command in a highly successful founder led company

### Challenge

An entrepreneurial company has enjoyed 20 years of growth, shaped by the personality of its founder and CEO. The company is in need of a strong second in command to take day to day management and operational workstreams off of his plate. Working with this newly hired executive to cement himself as a leader and to build a stronger culture of accountability and teamwork.

### Coaching

- Define a leadership brand
- Build a specific plan to partner with the founder
- Conscious effort to move further from “doer” to “leader/enabler”
- Clarify leadership communication around curiosity

### Results

- CEO/Founder delegating, showing confidence in COO
- Allegiance forming with existing team for support
- Leadership team leaning on COO for influence on key issues

“ Neil challenges me and guides me in unique ways...pushing me outside comfort zones and revealing, in the process, new pathways to growth. While our relationship started as ‘close peers with a common cause,’ I now rely on his coaching for everything from simple accountability to highest level strategic decision-making. He is a mentor, a partner, and a catalyst for the advancement of both my career and all of my professional undertakings. ”