

Case Study - HSBC Executive Coaching

Company Environment

HSBC is one of the world's leading banking and financial services organisations. While a global organisation, HSBC advocates a 'personal touch', adopting the slogan 'the world's local bank'. Services offered within Australia include personal and commercial financial services, trade finance, non-advisory stockbroking, treasury and financial markets, funds management, investment advisory and securities custody. Priding itself on innovative practices and a commitment to employee development, HSBC has a real presence in the community with active involvement in sponsorships and support for environmental sustainability.

Business Challenge

With the senior management team facing increasing challenges, including dynamic markets, tighter margins, loyalty flows and team growth, HSBC identified the need for a coaching program to accelerate the necessary leadership elements to deliver an outstanding and sustainable outcome. As a result, Future Platform was engaged to provide specifically tailored Executive Advisory sessions and Development Programs for its key executives.

Each of the recommended executive development topics were specifically identified for the needs of the candidate. The various development areas focussed on upward and peer management, techniques for constructively expressing messages within the language and frameworks of the internal customers, and developing individualised, resilient and innovative leadership skills.

Evolution in partnership with Future Platform

Stage 1

Executive Self Awareness Profile - Regarding communication and motivational strategies engaged by the candidate - NEO Profile

Stage 2

Exercise - Maximising the Risk to Return Ratio for the team

Stage 3

Confirming Expectations - What are the core deliverables of the team and confirming these against the expectations of the executive team regarding the value created and resources required

Leveraging Support - Using a relationship heat map model to determine the status of critical customer and internal team relationships - Up ward Mgt

Representing and Presenting the Scoreboard - Focus specifically on how the individual presents their data within the context of the leadership team and goals and objectives of the group

Goal Setting & Thought Framework Review - By taking time to consider how the individual uses goals to drive their performance and position their concepts, a better sense of the progress in their assessment of performance can be generated which incorporates the expectations of the customers and their businesses

Business Benefits

For each topic, a relevant management article on the topic will be distributed for preparatory reading, before the scheduled coaching session. This reading will form the basis of the session discussion, with the candidate generating a set of prioritised, bullet point issues for consideration.

The articles will be supported by models and a session worksheet used to identify solutions and establish short and medium term plans.

The success of the program will be assessed through three methods.

1. **Executive Self Awareness Profile** - Regarding communication and motivational strategies engaged by the candidate - NEO
2. **Self Evaluation** - Against established personal goals
3. **Peer Feedback** - Peers acknowledging the individual's views and expectations are in line with their own and there's a stronger sense of 'service and partnership' coming through