

On Your Mark Corporate Coaching & Consulting Case studies

On Your Mark was engaged by Providian Financial Corporation over a four year period for the purpose of building a positive, high performance, entrepreneurial culture that attracted and retained high potentials. This was a global organization of 10,000 employees. Our work included transformational leadership coaching and training for the executive team and senior managers, entrepreneurial leadership training for middle managers, team building for over a dozen teams and motivational training for employees in call centers.

Situation:

Fast-growth, high pressure, “command and control” culture striving to integrate two divisions of bank (prime and sub-prime customer base) and unify alignment. The organization was performing below capacity because of:

- siloed environment
- divisive leadership
- duplication of effort
- inexperienced managers in operational area
- competitive, “watch your back” syndrome
- contention within and between teams
- communication breakdowns at all levels of organization
- lack of management and supervisory skill causing high attrition rate
- unrealistic targets of senior managers causing poor morale and disengagement

Action:

On Your Mark provided:

- one-on-one coaching for 35 top executives (VP level and above) on leadership and communication skills
- training and development for Directors on leadership, management and career self-reliance skills
- training for managers and their teams in team building, conflict resolution and managing change
- managerial coaching on creating winning environments in departments and teams through realistic goal setting and by building alignment between organization’s vision and individuals goals
- facilitation of the creation of an infrastructure of policies and practices consistent with the organization’s vision, not past based

- achieved conflict resolution across senior team
- developed a cohesive, aligned standard for customer service, collection, sales and backroom operations.
- created a common language and set of distinctions for all levels that increased collaboration and maximized productivity in a flattened organization
- inspired leaders to motivate teams resulting in deadlines and targets being met more consistently
- managers became better coaches to teams resulting in a 20% drop in attrition
- retained 'at risk' high potentials
- managers took on development of junior managers to build in-house pool of managers for succession
- improved tolerance for diversity
- fostered an atmosphere and philosophy of optimism and possibility
- one-third of the leaders received promotions and/or performance bonuses

Hewlett Packard

Over the last six years On Your Mark consultants have coached Senior leaders at HP, delivered successful leadership and career development programs to Global IT and HP Services (HP Consulting), and led change efforts for businesses and functions. In 2001 On Your Mark was named as one of two vendors selected to provide Change competency solutions by HP's Enterprise Workforce Development.

2002-2003 Interventions: Team reinvention programs for the following departments:

- Global Inclusion & Diversity
- Worldwide Communications
- Information Technology
- The integration of Compaq and HP's worldwide Finance team and coaching of all SR. team members.

Network Appliance

1) 12 month intervention – Sales Division

Situation: Not hitting sales quotas during economic downturn.

Action: Coached VP Sales (for Silicon Valley territory) and provided training program to her team. Training and development program focused on creating an environment of

“unstoppability”, removing justifications, building camaraderie and eliminating gossip and internal competition.

Impact: Galvanized a powerful team towards goal. Altered morale to a “can do” attitude. First time in year achieved target (surpassed target by 3 million).

2) 9-month Intervention – Technology Division

Action: Coached executive in new role with expanded accountability. Trained her how to manage a 30 person team, how to run a staff meeting, set targets, get buy-in by team, how to manage up, how to build alliances across organization, how to influence.

Impact: She received promotion.

“On Your Mark has had a significant impact on the increased performance and career fulfillment for me, my leadership team, and the people in our organization.

Through one-on-one executive coaching, leadership team development, and the Next Step workshop series, I have seen first hand what transformation is possible in individuals and teams, when they align their mission with the mission of the organization. Everyone wants to be GREAT and make a significant contribution, and that’s exactly what they’re doing. Everyone is finding more meaning and alignment in their work.

On Your Mark helped us unleash the passion and the purpose that lay hidden under the surface. As a result, I have more clarity and focus as a leader, my management team is operating at a heightened level of contribution, and the individuals within our organization are producing amazing results. We have all raised the bar on what we believe is possible! We have new practices and language to keep us aligned with our intention and we are making very creative use of the ever flowing tide of change.”

Debby McIsaac

Manager, Global People Development

Hewlett Packard Consulting