

Elevating Executives into their role

The assignment:

When company leaders assign undefined roles to two high performing executives, an **integrated mentoring programme** enables them to establish the role beyond expectations.

Results:

The "CAM" role is now established and the legacy from the two executives enabled succession planning for less experienced managers to take on this key role for the business.

Participant comment:

"Without the personal drive of ASC and the excellent listening skills, the follow up would not have delivered to the same extent. ASC certainly play a key role in reminding participants of what is agreed to do and supporting them in completing their tasks and actions."

► The Challenge

Faced with the prospect of a company takeover, the business leaders assigned an undefined role to two high performing executive managers to manage key global customers in the US and France and secure new business during the takeover year. Without direction, both managers faced additional stretch challenges to establish the role, develop career paths and change the relationship chain with customers. The assignment started with only nine months remaining before the end of the company's financial year.

► The Solution

To help both executives, ASC designed a programme based on our Sustaining Behavioural Change Model™ to create several parallel strategies for development:

1. Clarifying and marketing the role to ensure people at all levels understand the benefits of utilising the new Customer Account Management (CAM) role.
2. Moving from a supporting to a lead role with the customer.
3. Understanding beliefs, habits and attitudes and how they contribute to customer focus and strengthen your personal influence.
4. Developing a practical framework for CRM that applies to both CAM roles.
5. Visiting and building a 9-month strategy for selling.
6. Repositioning business leaders with the customer.
7. Exploring future personal development needs and career paths.

► The Results

Within 9 months the executives:

- Gained an understanding of how to elevate themselves into their new roles, how the role is carried out in other businesses and how to communicate their progress to business leaders.
- Gained an understanding of the potential and impact of the role and value to the business. This clarified what both executives were appointed to deliver and how best to deliver.
- Business leaders began to see the benefits of the role in developing customer and business winning strategies and growth plans with all customers.
- Changed the relationship between the two competing executives and introduced a team style of working to achieve new business revenue.
- Created new strategic networks with the new parent company and customers.
- Stopped questioning the need for the CAM role in the business model.
- Secured new business and increased the value of existing business.
- Elevated the role from operational to strategic.

