

### THE CHALLENGE



Martin, a Finance Director at a leading insurance company was considered a top performer within the organisation and an ideal candidate to move up to the next level by joining the board.

However, Martin was unsure of his future, he questioned whether a bigger finance role was right for his career progression and wanted to explore his options. The organisation wanted him to clarify and be confident of his own potential and positively consider the opportunities that the company could offer him.

As a leading consultancy delivering bespoke executive coaching programmes, Rialto was appointed to partner Martin with an Executive Coach from the Rialto board level coaching team. The objectives included designing an appropriate programme that would assist Martin to decide his future career path within the organisation and equip him with new leadership, commercial and behavioural skills.



## EXECUTIVE COACHING

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### THE SOLUTION

Rialto shaped and implemented a series of interventions with all the stakeholders. It was important that all concerned were communicating clearly about their objectives for the coaching programme and that those objectives were aligned.

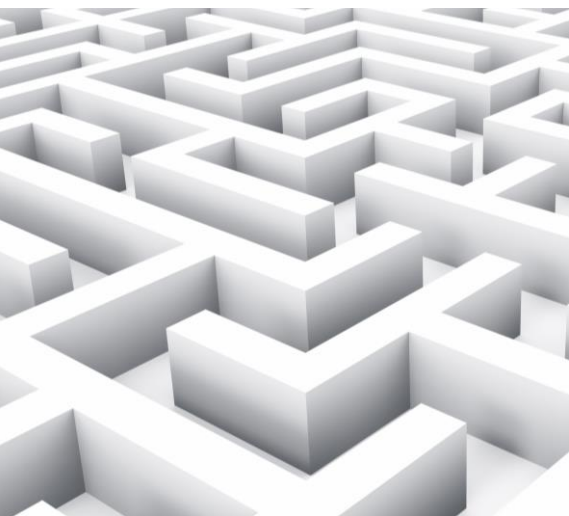
#### Three main outcomes were agreed:

Explore and define a future role in the company that played to Martin's strengths and allowed room for growth. This would include evaluating COO, CFO and Divisional MD options. The coaching programme would explore these options, the reality of the demands expected within the roles and how they might fit Martin's skills and aspirations.

Assist Martin to explore and define his leadership style. What did he consider to be the attributes of excellent leaders and where did he see his need to develop his leadership and management skills. This learning process, through access to the latest research/ thinking and structured reflection, enabled Martin to benchmark his own skills and experience.

Support Martin in the programme to help him continue to deliver current/future expectations in his existing role within the organisation to his normal high standards.

[Having agreed clear objectives and how Rialto would progress, the Rialto Coach utilised a range of approaches to deliver the outcomes Martin and the organisation required.](#)



Selected profile tools and a 360° feedback assessment were used to assist Martin in building a picture of his capability and his perspective on the world.

Rialto worked with Martin on setting stretching, but realistic goals through creative approaches including visioning and story telling. This allowed Martin to explore his future objectives in a very different way and to confirm his motivation and the overall work life balance he wanted to achieve.

Martin explored different approaches to leadership and management utilising recommended models from Kotter, Adair and Mintzberg.

An assessment of the behaviour and motivations of suitable real life leaders in both commercial and non commercial settings was also carried out.

## EXECUTIVE COACHING

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*Benefits of Executive Coaching include: the development of personal impact, influence and performance.*

Utilising the latest research on leadership and the common attributes of business leaders, the Rialto Coach mapped Martin's profile and skills to recognise the value he brought to various roles and his development needs in each of the different scenarios. This also allowed Martin to understand his leadership style and areas where he needed to improve his skills.

We explored the path from Finance Director to Group CFO and the experiences of others who had made the transition from FD to CFO roles. Rialto was able to provide material/case studies depicting real life examples of transitions and the relative success of individual journeys.

Martin was able to evaluate the positives and negatives of these transitions in terms of his own motivations, needs and preferences.



### THE RESULT

To Martin's surprise he rediscovered his passion for finance and understood his strategic thinking as a finance leader adding significant value to the organisation.

**Martin's new leadership development led to the organisation benefiting from:**

Increased motivation and engagement within the finance team improving productivity.  
Streamlining finance operations resulting in organisational cost savings.

He was able to explore the role of CFO in the company and understand how he could bring his own personality and way of working to the role in order to deliver to expectations.

His concerns about working in "the City" were put to rest and he found himself ready to step up to a board position.

Within 12 months, Martin became Group CFO and commenced a very successful period as the leader of the finance organisation in the business.

He achieved the right balance between working with Senior Management through to leading and developing the finance team, which has resulted in his brand profile being raised within the company overall.

**Additionally, through 'Network' coaching, Martin has developed excellent contacts in "the City" and was able to support his CEO and the board in moving the business forward through his strategic thinking and personal leadership style.**



  
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