



1-to-1 coaching

Anonymised client cases

Your thinking partner



- 01 — A high-stakes appointment
- 02 — From expertise to leadership
- 03 — Building influence
- 04 — Sustaining the role over time
- 05 — Women in leadership

— Case 01

Managing managers: leading a division

The situation

Promoted to head a division of 80 people, an experienced manager remains heavily involved in day-to-day operations. She relies little on her middle managers, and her contribution to her line manager's executive committee is limited.

The coaching objective

Establishing herself as a manager of managers and as a member of the division's top management: arbitrating rather than producing, developing her managers rather than substituting for them, carrying weight on the executive committee.

The work undertaken

Moving from direct control of operations to the management of team leaders. Strengthening her capacity to delegate and to arbitrate. Preparing her interventions and consolidating her contribution to the executive committee.

What changed

She now occupies her role by setting direction for her teams. Her direct reports decide within their own remit according to explicit rules. On the executive committee, she takes positions and contributes rather than merely reporting.

— Case 02

From expertise to management: a shift in posture

The situation

A recognised expert takes over the team he was part of. Consulted systematically, he becomes the mandatory checkpoint for every decision, at the cost of his own overload.

The coaching objective

Helping him shift his posture so that his legitimacy no longer rests on expertise alone, but on his ability to set direction, develop his teams and create the conditions for collective performance.

The work undertaken

Clarifying what falls within his managerial role and what must be delegated. Making team members accountable for analysing and resolving problems. Strengthening his capacity to decide on the basis of sometimes incomplete information.

What changed

He intervenes less systematically in the handling of individual matters. Responsibilities are better distributed, and exchanges with the team focus more on priorities and trade-offs.

— Case 03

Building influence without authority

The situation

A programme director leads a strategic project involving several business lines, countries and functional divisions. Expectations are high, yet she holds no hierarchical authority over the contributors she depends on.

The coaching objective

Strengthening her ability to build buy-in, to secure decisions and to mobilise stakeholders with sometimes divergent interests over the long term.

The work undertaken

Mapping stakeholders, tailoring her arguments to the priorities of each counterpart, building alliances, developing her impact within decision-making bodies.

What changed

She now takes account of the specific concerns of each stakeholder. She secures the necessary decisions more quickly, locks in contributions upstream and addresses resistance more directly in order to obtain decisions.

— Case 04

Holding the role under sustained pressure

The situation

A manager runs a business subject to demanding targets and a fast pace. Absorbed by a succession of urgent matters, he reduces the time devoted to his team and operates largely in reactive mode.

The coaching objective

Helping him preserve his capacity for judgement and exercise his managerial role over the long term, without being entirely absorbed by day-to-day pressure.

The work undertaken

Sorting genuine emergencies, reinstating and protecting time for steering and management, clarifying escalation rules, negotiating priorities and resources with senior management, preserving his personal energy.

What changed

He has re-established regular routines with his team, delegates more and ring-fences time for steering. Priorities are set out more clearly to his management line and to his teams, which reduces the constant trade-offs made under time pressure.

— Case 05

Women in leadership: fully occupying the role

The situation

Promoted to a high-visibility position, a manager recognised for her results still struggles to have her positions heard and to make her contribution visible within the bodies she now sits on.

The coaching objective

Supporting her in strengthening her leadership posture, increasing her influence and giving greater visibility to her own contribution and to that of her team.

The work undertaken

Asserting her positioning and clarifying the value she brings. Strengthening the impact of her interventions. Developing her influence, her alliances and her ability to hold her position.

What changed

She speaks up more and no longer confines her contribution to matters strictly within her remit. She stands more firmly behind her positions and gives greater visibility to the results of her division. Her positioning has become more visible and more influential.

*Does one of these situations
resonate with you? Let's talk.*

C O N T A C T

Drifa Choulet

Founder

drifa.choulet@lepremierjour.fr

www.lepremierjour.fr