



Executive Coaching for Brainiacs **(Case Study #1)**

Challenge: A national scientific research organization was interested in identifying and developing high potential leaders among its cadre of mid-career independent contributors, team members and project leaders. The goal was to groom them for higher-level, high impact organizational leadership roles. Primarily doctoral level scientists and engineers, this group of twenty had little to no previous experience with structured professional development.

Process: Morales Associates was retained to provide a structured process of assessment, feedback and executive coaching to these high potentials, all nominated to participate in the process. Each participant received a half-day of 1:1 time with a Morales Associates coach to review themes from their personality profiles, multi-rater 360-degree feedback reports, and a review of key career events. Exploring this data helped each participant identify issues and priorities that would energize their professional ambitions. Development plans were created with concrete action steps and metrics, with each individual being responsible for their own level of participation. Follow-up coaching occurred on a regular basis over a six-month period for each participant.

Outcomes: While half of the group chose not to pursue expanded leadership roles outside their particular areas of expertise, the other half did. The coaching and development process helped the enterprise leverage its talent pool by identifying professionals with “the right stuff” and promoting them to leadership roles with greater responsibility.