



GUNTHER LAMPARTER

INTERIM MANAGER - COACH - PEER ADVISOR

COACHING AND MENTORING OF A MANAGING DIRECTOR

Company

The medium-sized company is primarily active in the field of development, production and worldwide distribution of nutritional solutions and products and was taken over by a group of companies several years ago.

- Ltd., more than 300 employees, more than 70 million EUR turnover
- one production site in Germany, international distribution via group subsidiaries
- headquarter of the company is in southern Germany

Challenge

- Parent company does not respect local conditions
- Predecessor of the CEO was not too much involved in the daily topics in terms of content
- Investment backlog in important future projects
- Strained relationship between the current management and the responsible division of the group

Task

Coaching and mentoring of the Managing Director in order to balance responsibility for the site with the expectations of the division and headquarter of the group.

Solution

- Overs several days on-site assessment, getting to know the company and the day-to-day work of the Managing Director: How is the company managed? Where are the business needs? What do the customers expect? Where and what are the challenges towards the parent company? Where do the challenges come from? And much more.
- During the first month weekly and in the following months 2-4 every 14 days a 1,5-2h coaching session on structured topics and ad-hoc topics (demand-oriented by coachee)
- Accompanying baseline study on specified agreed topics and issues
- Joint preparation of important appointments with group managers
- Later on fixed monthly mentoring conversation (online), or ad-hoc telephone calls, triggered by the Managing Director



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Benefits

- Clear structure and defined responsibility between group and subsidiary
- Discussions are conducted at a factual level
- Transparency on company situation (costs, earnings and projects)
- Client uses coach and mentor as needed (also ad-hoc) over a longer period of time, to gain more certainty and reassurance

Duration of the project

- 18 months

Factors of success

- Joint work on site, establish of a trustworthy basis and developed understanding about the site and its challenges for the future
- Structured conversation over a longer period of time
- Coachee openly embraced and used the process, according to his needs
- Mentor acted as a 'sympathetic ear' to take off pressure from the Managing Director