



# People & Change

## Executive Coaching

**The Power of People**

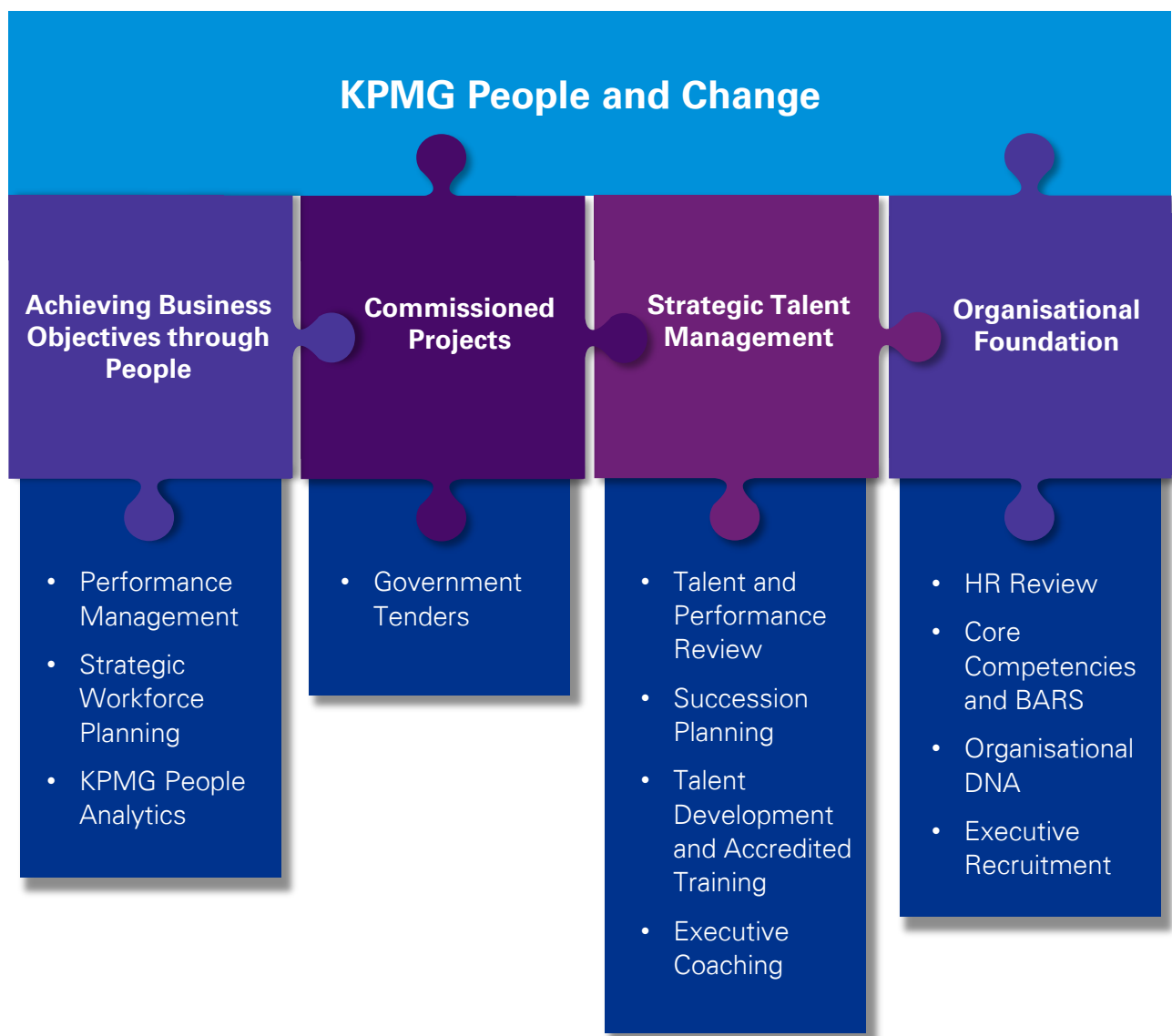
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**KPMG Malta 2022**



# Supporting organisations in achieving business success through their most valuable asset - their people.

**KPMG's People and Change key offerings are suitable for organisations that are already established, as well as for newly founded start-ups:**



# Our experience across countries and industries

The People & Change Advisory team supports organizations in making people decisions that make business sense. Leveraging relationships from across the network of KPMG member firms, we successfully collaborate across Europe, the Middle East, and the Caribbean region, working with the private and public sectors, in providing support in the below areas:



- Working with the HR function and leadership/senior management team to develop and implement contextual talent management strategies, strategic workforce planning and organizational structure.
- Advising organizations on people-related matters such as leadership and talent development, executive coaching, employee engagement, organizational culture, performance management, succession planning, talent review, talent retention, and much more based on data gathered through people analytics.
- Conducting research projects for the private and public sector that focus on education, employee development, organizational structure, strategic workforce planning, or employment and employability.

Through our evidence-based approach, grounded in our expertise in business strategy, organizational psychology, and human behavior at the workplace, we support organizations in achieving enhanced business success through their most valuable asset – their people.



# Executive Coaching

## *Dialling up the performance needle through your Leaders*



Strong leadership is critical to developing the capability to grow and transform the business. Leadership support and development will drive not just improved results, but better workforce performance and engagement, leading to long-term sustainable growth. Executive coaching is a powerful tool to help in unlocking leadership potential and bolstering talent within an organisation. Our executive coaches at KPMG have a deep understanding of psychology and behavioural sciences coupled with a commercial mind set. We work closely with leaders within your organisation to ensure alignment with future business strategies.

### What issues are our clients facing?



- Businesses that are growing rapidly and need bench strength
- Leaders that are not agile enough to manage the constant change and ambiguity
- The vision is unclear or changing and key leaders are not working together
- Me-first Leadership which impacts culture and performance
- Poor employee engagement results
- A need to grow the players around the leadership table
- A requirement for the leaders to get behind and to drive transformation

### What do we do to help clients tackle these challenges?



#### Individual Executive Coaching

- We are focused on the top outcomes for the individual, drawing in and triangulating with the line manager or board requirements and then taking a deep dive into the person's psychological make up to help understand how to partner with them to get them there.

#### Team Leadership Coaching

- We coach leadership teams to help them align on purpose, identify the collective results they want to create and then understand how they need to work together to achieve them. This sets up the team to make high quality decisions, take ownership and take action which serves the wider purpose of the organisation.



# Case Study

## Technology Solutions Firm (International)

### Leadership Coaching and Culture Transformation

#### Client Challenge

The organisation was pursuing a growth strategy, expanding from a small local client base to competing with International global players. The new requirements for leadership meant a major step up in skill-set and mindset in the way they drove and managed the business. The culture requirements needed to shift to become people and performance driven to maximise on business outcomes.

#### Solutions

- The KPMG Culture Assessment was carried out followed by a clear roadmap.
- Understanding of the organisation's Mission, Vision and Values, identifying the ideal employee and leader competencies within the organisation to drive high performance.
- Executive individual coaching for leaders across the geographies to support Leaders to be at their best, unlock potential to ensure alignment with business strategy.
- Leadership Team Coaching to align on purpose, identify collective results and help them achieve desired outcomes.
- Performance coaching workshop with management to understand new expectations around high performance and to equip managers and performance managers with the ability to grow and develop their people.
- Client centricity workshops with the workforce to drive a client centric mindset
- Equipping change champions with skills to be internal drivers for change.

#### Outcomes

- An upward shift in the performance needle.
- Leaders who were able to deliver on the new business strategy.
- A leadership team aligned around a clear strategy.
- An understanding of what would make the boat go faster. A clear focus across the leadership and management levels on where to focus time and energy.
- Change management to support the definition of high performance, behaviours related to high performance and through this a shift in the quality of performance management across the organisation.



## Contact us:

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### **Links:**

[People & Change](#)

[The KPMG Culture Assessment Survey](#)

[The KPMG Employee Engagement Plus Index Survey](#)

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