

Global talent on the move

Coats is the world's leading industrial thread manufacturer and is a truly global organisation at home in some 60 countries and employing 19,000 people across six continents. Coats values its global talent and sees international experience as a crucial factor for career progression.



The challenge

Coats invited LSIC to provide intercultural support for three senior managers relocating across borders to take on country or regional management roles. Each move involved a complexity of cultures including Bangladesh, France, Hungary, Indonesia, Morocco, Turkey and Vietnam. The managers also needed to operate at a regional and global level. Each move presented its own challenges and it was essential that the managers could transition seamlessly into their new role and environment and build strong relationships with their local leadership team. Training needed to offer consistent outcomes but be highly personalised to each individual's requirements and have the flexibility to fit within their busy schedules.

Our solution

Coats needed a solution that would provide expatriate managers anywhere in the world with ongoing support combining global leadership skills with in-depth local knowledge.

Part 1 – The International Profiler – Before their departure, each manager completed The International Profiler questionnaire online and received a detailed feedback report outlining their strengths and suggested areas for development. This was followed by a series of intercultural coaching sessions delivered via Skype which focused on:

- Self-reflection and feedback on The International Profiler
- Psychological preparation for transition
- Goal-setting for the first months of their new role
- Discussion of alternative perspectives and adaptation strategies



“My coach gave me the confidence and trust to address all my concerns about my new job. The International Profiler helped me to understand myself and what I should focus on in order to adapt to my new working environment.”

**Tram Anh Tran, Managing Director,
Coats Indonesia**

Part 2 – Face-to-face intercultural training – on arrival each manager scheduled a one day face-to-face training programme with a local trainer which provided them with:

- In-depth knowledge of the local and regional culture and business context
- Strategies for building relationships with new teams and partners
- The opportunity to discuss challenging or unfamiliar experiences and ask for advice

Part 3 – Ongoing telephone support – each manager then had access to their in-country trainer for a further six hours of telephone support to allow them to ask questions, debrief challenging conversations and prepare for important events.

Results

Each manager formed a trusting relationship with their coach and trainer and could share their concerns and discuss the challenges they faced. In particular, they appreciated:

- Strategies for local people management
- Greater self-awareness
- The challenge to consider alternative perspectives and adapting behaviours
- Understanding differences in values and the impact on working relationships

The organisation felt confident that these senior managers were given the self-awareness, skills and knowledge to be fully prepared for the challenges of their new roles.

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We’ve delivered and proved a training model that works well which we can now implement where needed with confidence.

Simon Youngs, Group Head of Talent & Learning

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