

Connect the Dots Case Study



Quick Shot

Company Name

Huntington Bancshare
Incorporated
<https://huntington.com>

Industry

Banking

Key Challenges

- Leading former peers in an elevated leadership role
- Increase the level of confidence as a leader
- Developing strategies and tools to have crucial conversations and hold the team accountable
- Leading change to get results

Solution and Services

- Provide executive coaching with feedback from the manager, HR, and key stakeholders
- Co-create strategies for building and strengthening key relationships

Solution Highlights

- Two meetings per month with a certified executive coach
- Roadmap and coaching plan for success
- Check-ins with the manager and HR partner
- Best practices shared for immediate impact in defining success and team accountability

Key Benefits

- Self-awareness and confidence were increased
- Stakeholders' expectations were surfaced and integrated
- Stronger relationships were built with direct reports
- More effective leadership styles were developed to match business needs

Huntington Bancshares Incorporated

The Leadership Transition & Onboarding Coaching: Supporting Leaders for Larger, More Complex Roles

Huntington Bancshares Incorporated is a \$183 billion asset regional bank holding company headquartered in Columbus, Ohio. Founded in 1866, The Huntington National Bank and its affiliates provide consumers, small and middle-market businesses, corporations, municipalities, and other organizations with a comprehensive suite of banking, payments, wealth management, and risk management products and services. Huntington operates over 1,000 branches in 11 states, with certain businesses operating in extended geographies.

The senior leaders of Talent Management at Huntington, and their business counterparts, identified specific executives in regional president roles as high-potential leaders.

After serving in various roles within the organization, these leaders wanted to focus on building and strengthening their leadership skills, especially creating and sharing a strategy, and developing leaders on their teams.

The Challenge: Leadership Transition Coaching: Supporting Leaders for Larger, More Complex Roles

Huntington, focused on growth over the last couple of years, recently completed a significant acquisition. This has created opportunities for internal promotions and talent development at the senior level. However, the consequence of this growth has been that leaders have been unable to focus on getting ready for larger, more complex roles as they are typically very involved in the operations. The organization knew that support was needed for these leaders, especially with the expanded scope and expectations of these roles, and that the leaders must now manage and lead their former peers. Huntington's Talent Management engaged Connect the Dots to provide a coaching solution for them during this transition.

The Solution: Leadership Transition and Onboarding Coaching Meets Leaders Where They Are

Connect the Dots provided each leader with certified executive coach who led them through intake and personality assessments to establish a baseline. Feedback was collected from the managers, HR partners, and other relevant

stakeholders to help each leader identify her unique coaching objectives. A stakeholder survey was conducted to assess where each leader was at the beginning, middle, and end of each engagement. Resources, tools, and best practices were shared, methods role-played and communication skills honed during the coaching work.

The Results: Strategic Coaching and Leadership Development Enables Fast Change

Feedback from the leaders who received coaching, their managers, and HR partners has been extremely positive and the results show in the data. Huntington has been able to quickly transition these leaders to contribute confidently to their respective regions and enabled organizational change at a faster rate than expected. Team engagement is up and these leaders have demonstrated success in their specific roles and unofficial leadership for the larger organization.

<http://www.connectthedotsconsulting.com/contact.htm>

Our coaching and feedback processes give your leaders and teams "real-life" situations to work through. We apply your organization's needs to our approach which takes the guess-work out of the how to translate new ideas and behavior changes in a real world setting. Contact us to get started.