



THE TALENT ENTERPRISE



TTE Coaches Masdar's Pioneers of Success

Masdar's Human Capital team chooses The Talent Enterprise to lead the coaching portion of its new programme for middle managers called "Pioneers of Success – Reaching New Heights".

SUMMARY

ABOUT MASDAR

Established in 2006, Masdar, Abu Dhabi's Renewable Energy Company, is a global leader in renewable and sustainable urban development.

ABOUT THE PROGRAMME

The aim of the "Pioneers of Success" programme was to develop 25 high-performing Masdar middle managers who had been in the company for at least 2 years with less than 10 years of work experience.

The key components of the programme included:

- A self-assessment called "Discover Yourself"
- A 4-module, 18-month Harvard Business Publishing (HBP) leadership programme
- 12 sessions of coaching support delivered by The Talent Enterprise (TTE)

ABOUT THE COACHING

All programme participants got access to an accredited TTE coach who worked with them on a monthly basis over 18 months.

OBJECTIVES

Masdar has always provided world-class career development opportunities to its employees - especially for its graduates and senior leadership.

However, a previous employee engagement survey found that middle management wanted more development opportunities. In response to this, the Human Capital team launched a flagship programme for them in 2017 called "Pioneers of Success – Reaching New Heights" with the support of The Talent Enterprise and Harvard Business Publishing.

"The Talent Enterprise's coaching was the glue that held the Programme together."

- **Brigitte Sitzberger**
Manager - Talent Development, **Masdar**

THE AIM OF COACHING

The aim of the coaching in “The Pioneers of Success Programme” was to help participants build the leadership capabilities required to drive business results. It was based on asking rather than telling, on provoking thought rather than giving directions and on holding the participants accountable for their programme goals. The objectives were achieved through:

Building self-awareness

By helping participants analyse and leverage the assessment results.

Alignment to the Harvard learning journey

By discussing key learnings from the modules, how they relate to their career progression and identifying actionable next steps.

Empowering participants

By making coachees aware of their strengths, areas of development and challenges, encouraging them to take ownership of them.

“The coaching sessions gave me the confidence and techniques to tackle challenges I faced.”

- **Nabil Lazazi**, Programme Participant, **Masdar**

BENEFITS & OUTCOMES



The programme was a great success and participant feedback about the coaching was positive:

- Coaching helped turn programme and career objectives into an actionable plan
- It helped them take ownership of their learning process
- It improved well being and satisfaction throughout the training

“When you invest in putting employees through a high-caliber learning intervention, coaching is necessary to maximize positive outcomes. It was not an add-on, it was the red thread that ran throughout the programme.”

- **Brigitte Sitzberger**
Manager - Talent Development, **Masdar**

THE TALENT ENTERPRISE RISE COACHING FRAMEWORK

The RISE Coaching Model is a **strength-based approach** focused on **identifying, committing to** and **sustaining longer-term behavioural change**. Through a process of self-discovery and identifying the intention of the session, the coach helps coachees identify their strengths and potential blind spots, as well as clear actions that leads to tangible personal and organisational impact. The framework incorporated each coachee’s assessment results and was aligned to Harvard’s programme and Masdar’s business objectives.

