

**CASE STUDY:****HELPING A REGIONAL FINANCE DIRECTOR
NAVIGATE ORGANISATIONAL COMPLEXITY****Industry:** Medical Technology**Business Challenge:** Navigating organisational complexity in a broader regional role**Deep Impact Approach:** 1:1 Executive Coaching**Key Outcome:** Slower, more considered decisions; greater ease with senior stakeholders**Profile**

The client was a Finance Director overseeing three legal entities across Southeast Asia, including Singapore, Korea, and Vietnam. His role covered a complex regional remit involving distributor markets, local markets, and direct customers within the medical technology manufacturing sector.

Before joining the organisation, he had spent close to 12 years running his own businesses. In that environment, he was used to being directly involved across sales, marketing, finance, and team leadership — and decisions could be made quickly with fewer organisational layers.

Moving into a large, long-established corporate structure brought a different set of challenges.

“If you can find a good coach who has the maturity to understand life as well as work — and the specific circumstances you’re working within — it will definitely be a positive for you.”

– Finance Director, Medical Technology Industry



The Challenge

The transition required him to navigate multiple senior stakeholders, slower decision-making processes, and greater organisational complexity. The pace and feedback loops were different from what he had been used to.

This created friction with some colleagues and departments, prompting him to seek coaching as a way to reflect on these situations and approach them from a different perspective.

Why Deep Impact

Before committing to the coaching engagement, the client assessed several coaches. What stood out about Deep Impact's coach was the depth and maturity brought into the conversation.

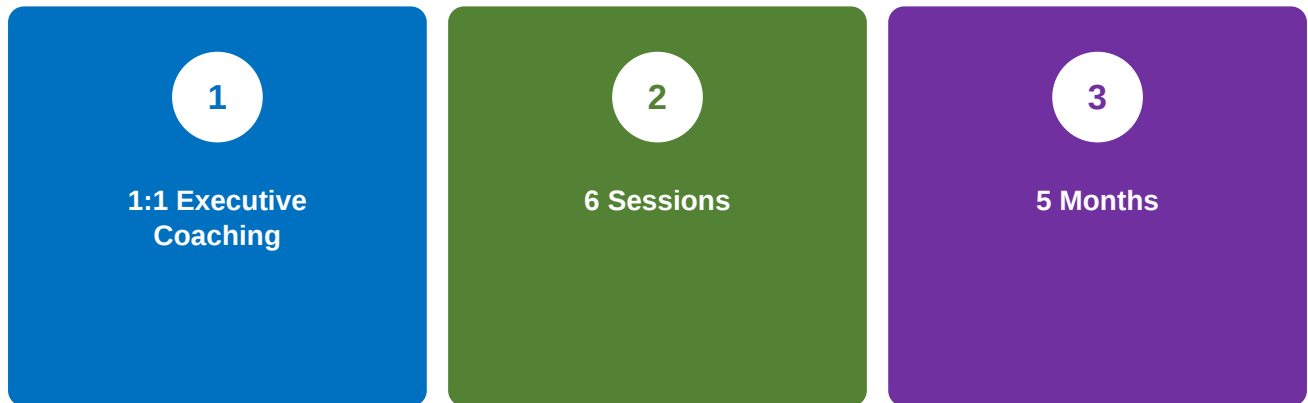
"I felt that the coach had far more depth and maturity in understanding stuff."

The coach's ability to understand both work realities and broader life context helped create trust and confidence from the outset.



T: +(65) 6274 5145

www.DeepImpactOnline.com
coach@deepimpactonline.com



Programme Snapshot — 1:1 Executive Coaching Engagement

The Coaching Approach

The coaching engagement was structured over 6 sessions across 5 months. While the conversations were open and reflective, they were also guided by a clear process.

The coach began by understanding the client's background, leadership instincts, organisational context, and specific friction points. This was followed by real-scenario rehearsal, where the client brought in actual situations he had faced and worked through them in a safe but challenging coaching environment.

The process also included live application. The coach sat in on real conversations with senior staff as the client worked through genuinely uncomfortable topics using the frameworks developed during coaching.

This ensured the learning was not theoretical. It was tested in real situations.

What Shifted

Two ideas became especially important for the client.

The first was the recognition that people generally do not come to work intending to do a bad job. This helped him extend greater benefit of the doubt to colleagues, even when their approach or behaviour differed from his expectations.



The second was a deeper acceptance of organisational complexity. In long-established organisations, inefficiencies and constraints are often part of the system. Recognising this helped him stay more composed when decisions or changes did not land exactly as intended.

Results

As a result of the coaching, the client reported several meaningful shifts:

- He slowed down his decision-making process and allowed more time for reflection.
- He created more space for others to contribute ideas and alternatives.
- He became more accepting of structural constraints within a large organisation.
- He found greater ease in navigating senior stakeholder conversations.
- He described the one-to-one coaching experience as “definitely... a net positive.”

“I have slowed down my decision-making process — take more time to think and let things sit for a while before making a decision.”

The client is now considering extending similar coaching support to his wider team, particularly in the area of communication — how to communicate effectively, and just as importantly, how not to.