

### Jane Mohyuddin – Head of Marketing, Boutinot Wines

Jane is a marketing and advertising professional who has held senior posts in a range of organisations including Pizza Express and Ask Italian. She is currently Head of Marketing at Boutinot Wines, a leading UK based distributor of quality wines from around the world.

Daphne has been coaching Jane for six years as she has progressed through several different roles. Initially the coaching was part of a corporate development programme, but as Jane moved jobs she decided to continue the relationship on a self-funded basis.

*“The most productive hour of my week!  
Working with Daphne enables me to perform at my best more of the time; to lead and manage my team better.”*

## Impact

Daphne’s coaching has been effective in supporting Jane through a major change programme in an established corporate environment and through career moves into an organisation going through growth and still developing structures. Daphne has worked with Jane in resetting priorities and clarifying direction as Jane’s roles have changed. This has enabled Jane to set specific objectives to support success, to drive productivity and meet objectives.

Jane has also found Daphne’s coaching enables her to think through the needs of her team and how best to interact with them. As a result of coaching, Jane finds that she is happier in her role and more confident and relaxed. She puts less pressure on her team and is better equipped to support their development.

At a personal level, coaching has given Jane some ‘headspace’ and thinking time and enabled her to work out her real priorities.

*“Daphne and I always solve problems. The benefit of this thinking time to me is invaluable. However tough the topic is, Daphne works really hard to listen and ask searching questions to help her understand the issue and give me a way to find solutions.”*

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### Tools and Models

Jane has found Daphne's models and tools particularly helpful in developing the teams she has worked with. Daphne's 'delegation wheel' supported Jane in moving *'from directing, to consulting, to delegating; and to getting the most out of my team'*. Jane has passed on tools to members of her team and finds them very helpful in explaining and passing on her management knowledge to other people.

*"It's like bringing in a third person to help map what success looks like and how to achieve it."*

### Flexible Sessions

Jane and Daphne's working arrangements have adapted as their relationship has developed and Jane's roles have changed. They first worked together when Jane was involved in a major change programme in an established corporate environment. Initially they met every 3-4 weeks for 1.5-hour face-to-face or telephone sessions. Every six months Jane's manager would join for part of a session, to input feedback on the impact she observed from the coaching and to feed in objectives discussed with Jane. This helped Jane identify any personal challenges that might be ahead in the context of what was going on in the wider business, allowing the coaching to be very focussed on specific and immediate business needs.

*"Daphne really seeks to understand my organisation and how my role can be effective and contribute to the business."*

### Approach and Style

Jane describes Daphne as working through the spectrum from challenging to supporting. She values Daphne's ability to ask probing questions and step back and identify themes and to bring a wider perspective. Jane feels Daphne's input benefits from her own commercial background, which enables her to understand and latch onto business challenge.

