



## Time for a change: managing cross-cultural issues in Barbados (B – Epilogue)

In the situation from which this case has been fictionalised, Vinette decided to arrange for Executive Coaching for Komo. When a temporary position at the same level became available in another branch, she facilitated his transfer there. In his position, Komo obviously applied the lessons learned in the Barbados context, for he was able to work well with the staff in the new situation, and to perform well in dealing with some difficult situations.

Komo applied for and was recommended for a permanent position to an African subsidiary, where he continued to serve with distinction.

Executive coaching is growing in importance with respect to providing skills and helping managers explore approaches and attitudes that can enable them to be more effective. Coaching is generally undertaken through individual sessions between the manager and a person/coach whom he/she trusts and respects. The coach is able to help that person look inward and to gain a deeper insight in a practical and non-threatening way into the impact he/she has on others. The object of the coaching process is to help the person develop more effective approaches to dealing with situations and people.

In the case with Komo, he had sessions with a male coach on average once every week for 10 weeks. The Barbados staff noted that he seemed more willing to listen and to become more flexible in his approach. In his next posting, a totally new situation, Komo was praised for his attempts to deal with staff fairly and with flexibility.

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This case was written by Norma Shorey-Bryan with supervision from Dr Richard Norman from Victoria University of Wellington at the Caribbean Case Course in Barbados, July 2004. It is an epilogue to the case 2004-53.1 and is intended to be used for teaching purposes in association with the primary case study. The names of the company and of the individuals concerned have been changed to protect the privacy of all.

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