

CONSULTANT - COACH AT CYLAD



LAURENT GILLET
SENIOR CONSULTANT
& CERTIFIED COACH*

Laurent, can you introduce yourself in a few words?

I joined CYLAD in 2016 after 13 years' managing transformation projects and programs, most of it internationally. Within the firm, I work mainly in the aeronautical, pharmaceutical sectors and, more recently, in the building materials industry.

In addition to your role as a consultant, you are also a certified coach. Can you tell us more about that?

I trained as a coach 3 years ago. Being a consultant requires good inter-personal skills to make an impact. Understanding the customer's needs and challenges, supporting decision-making, facilitating and resolving conflicts are an integral part of the transformation consultant's job.

Moreover, my managerial experience has taught me that productivity, at individual or collective levels, depends as much on psycho-sociological factors as on organizational ones. To address more effectively these challenges, I wanted to deepen this field of knowledge and add the coaching string to my bow.

What does this certification bring you in carrying out your missions and for CYLAD's clients?

It allows me to take a step further when it comes to the human dimension. The use of proven tools and methods such as active listening, group dynamics, systemic analysis and transactional analysis, enable me to better understand individual profiles and personalities, and to propose / provide solutions adapted to individual and collective issues.

As an example, during a change management assignment, I used the approach called " strategy of actors and relations " which enabled me to methodically apprehend the barriers and objections by relying on the project's influential promoters.

I'm also involved in two of our core expertise teams

- *Change Management* and *Business Transformation* - where I share best practices and support CYLAD teams in developing their skills in these areas.

It is now indisputable that taking the human dimension into account in transformation projects is a key success factor. In this interview, Laurent explains how his role as a certified* coach enriches his missions as a consultant.

Moreover, since I've been certified, the clients I work for are increasingly calling on my coaching skills.

The evolution of the job market (quest for meaning, flexibility, work/life balance, etc.) and companies' as well as individuals' need for more agility can explain this increase.

What do you enjoy most about being a coach?

Without hesitation: the awareness moment for my client. At this moment, I know that change is underway.

I also enjoy the feeling of better understanding individuals and interpersonal relationships, being able to put feelings into words, establish a verbalized diagnosis and share it objectively with my customers.

Finally, I like the opportunity to open to a network and knowledge that complements my job as a consultant. The human being is a complex subject that we are never done learning about!