

# How Can Executive Coaching Look Like?

## 6 Executive Coaching Case Studies

By Charlie Lang, Executive Coach & Trainer

*"Executive coaches are not for the meek. They're for people who value unambiguous feedback. All coaches have one thing in common, it's that they are ruthlessly results-oriented."*

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## How can Executive Coaching look like?

The special dynamics inherent to Top Management positions often results in the disconnection of management from the 'rest' of the organization. The following real case studies show various perspectives of this danger (personal details have been changed to protect the subjects). The case studies consist of the description of the actual situation, followed by a short theoretical reflection, and the subsequent actions taken to improve the situation.

These case studies also highlight the fact that organizations require - like all other living systems - functioning feedback mechanisms. When these mechanisms are interrupted, the self-regulation, learning and adaptation to the environment deteriorate. Coaching of Top Managers can assure the revival of this important feedback process.

### I. Four Executive Coaching Case Studies

#### **Case 1: How much truth is really appreciated?**

The CEO of a bank requested Individual Coaching. When we met for the first time, I asked him why he has sought my services. He said that a friend in the golf club was excited about being coached and indicated that it also could be useful for him; he wished for a Coach who could provide him with a different perspective of his management style.

The CEO tried to make a very friendly and open impression but he couldn't completely hide the fact that he was alert and suspicious. I asked him how open I should be and how carefully I should handle him. He was startled and wanted to know the reason for my question. I replied that if I would tell him honestly about my first impression, he may not be very amused. Again he assured me in a very friendly manner that he would have absolutely no problem accepting criticism. I told him I had a problem in believing that.

Now he was even more surprised and asked me why. I explained that on one hand he expressed verbally the desire for open feedback while on the other hand his body language expressed the exact opposite.

"You give the impression of being closed, suspicious and insecure inside. And you try to hide that. In order to be able to perform an effective Coaching

process, we both first need to understand why you hide your true feelings. Only then we both will be able to develop the necessary trust in our relationship and also in your relationship with your subordinates."

"Why?"

"Your directors may feel instinctively that you as the CEO try hard to cover your true feelings. Hence, in return they subconsciously tend to act and talk very carefully, will apply tactics and use information in a political manner. You, of course, are aware of this and feel confirmed in your suspicions and lack of trust. The vicious circle is complete."

In the Medieval Age, there was the Court Jester at the King's palace who was allowed to speak truths which would have cost others their heads if expressed by them. This role became an institution as the leaders became aware of the isolation mechanisms which created a gulf between the kings and the common people. CEO's are very often in this role of the king. Hence, they require this Court Jester (honest feedback) function. In well-performing top teams this role is sometimes filled by the Personnel Director. More often than not however, this role remains open and in such cases it is very important for the client to allow the Coach to take over this role.

CEO's and other Top Managers often underestimate the extent of preemptive obedience, adaptation and career consciousness surrounding them. In most cases they are aware of it but don't realize how much they consciously and subconsciously contribute to it with their own behavior. The negative effects on the flow of information, its speed and truthfulness should not be underestimated. Therefore, it must be of highest priority for the Coach to explore with the client where there is a lack of openness and where the client is not ready or able to accept true feedback. In order to achieve this, it is necessary that the Coach is personally and economically independent from the client while being emotionally indifferent and understanding of the ongoing psychodynamic processes.

Working exclusively on behavior patterns will not help in such cases, as the motives for removing unwanted information from one's perception are mostly hidden in the unconsciousness. Our fears determine what we can and want to hear and see. This is particularly true for Top Managers.

During the 6 months of Coaching in this case, the CEO learned more and more about how much he has been rejecting unwanted information about

himself, especially about the consequences of his ideas. He realized that this was due to destructive aspects of his personality which he now actively tries to resolve. He understood why there have not been any "After-Action-Reviews" especially of the measures he initiated or supported. After becoming aware of this, he started questioning his directors and got surprising replies; for many years they have been avoiding confronting him with negative feedback. They unconsciously felt that their behavior secured a positive relationship with him. To rectify the situation, he initiated a workshop with the directors in which he informed them about his learning process, apologized for his former chronic lack of trust, and requested open feedback on all future projects.

During the following two days many unresolved issues were openly discussed with him for the first time. On this basis it was then possible for him to openly collaborate with his top team and make overdue decisions which, for the first time, were supported by the whole team.

### **Case 2: Let the critics come to me!**

Time and again, the Division Manager responsible for software development (1,500 employees) was confronted with the fact that project deadlines given to his subordinates were not being met. He was known to be very competent, hands-on and well-liked within the organization. Coaching revealed that his self-esteem and confidence as a manager was based on these three factors, i.e. he felt that he always had to be appreciated as being competent, pragmatic and popular with his staff. In the process of Coaching he started to analyze his behavior and realized the following "side-effects": He had increasingly surrounded himself with less competent employees who would always confirm his own knowledge and expertise. His hands-on attitude was being proven by a number of daily emergencies and operational decisions (it became part of the "normal" business that his subordinates would delegate back to him). Finally, he used his charms to sooth potential critics before they even had the chance to express their opinions.

Thus, he became a major contributor to a system where civil courage and solidarity hardly existed and where staff became over-obedient towards the requests of the Division Manager. He became aware that the delays in the projects were a logical result of over-obedience as saying "no" seemed to be unwanted and therefore, unrealistic deadlines set by the Division Manager became a commitment despite the obvious lack of sufficient capacity.

### **Burn out or Change of Job?**

This example discloses another aspect of the dangers of isolation: When Top Managers are charismatic and very competent (i.e. real all-rounders), it is vital that they receive training to understand and manage the backside of their skills. In many discussions about the "correct" leadership style, there is often a lack of understanding that every effect has an unwanted side-effect; that every light throws some shadow and that reality is too complex to be dealt with in a logical manner only. To understand this principle is especially important in positions of upper management. Training and Coaching of Top Managers should therefore focus on this issue. If this does not happen, there will be a high risk of burn-out or the managers need to change their position every three to four years as the side-effects start to eat up the initial success.

Coaching and Team Development programs which focus on the mentioned side-effects of such perceived success help to avoid such unfortunate developments and open up new opportunities instead. In this case it soon became evident that there was a need for an analysis of his way of steering his self-esteem. He realized what kept him from real trust in his employees was due to a lack of self-trust - rather than delegate, he consistently interfered in the daily operations of his staff in order to keep a sense of control. In consequence of this realization, he asked various members of his staff for support and feedback. He specifically gave them permission to tell him to "butt out" when his actions interfered with their normal functions. Two of his most courageous critics were promoted in order to set a publicly visible example for the paradigm shift in his division. Also, outstanding decisions were now openly discussed to ensure all facts and concerns of the division were considered

### **Case 3: The CEO as "Mother"?**

The CEO of a medium sized sub-supplier to the Automotive Industry took over his position one year ago. The workers in the production department, the engineers in R&D and the employees in Sales as well as the middle management complained about the "invisibility" of their new CEO. Most of them knew him only from the photograph in the company newspaper. Following a report about certain leadership relevant results compiled from various team development processes, I got the chance to talk to him. During this meeting I raised the issue of the above mentioned symptoms.

He explained to me in a very convincing and pleasant manner that there was nothing more important to him than autonomy and entrepreneurship among his staff. He only wanted to set the goals while everything else should be done autonomously by his employees; his responsibility was to define the strategy. In the beginning he could not imagine that there could be such discouragement, disappointment and the feeling of low esteem of staff within the whole company. "They should be happy to have so much space, that their boss is not always controlling what they are doing!" I asked him what happens if one leaves a 3 year old child the whole day without supervision and also what happens if parents continuously supervise a 15 year old. He soon learned that granting autonomy is a process, the success of which is highly dependent on the correct timing, no matter whether we talk of companies or children.

This Case reveals yet another aspect of leadership which can lead to the isolation inherent to top management positions; the power of feelings and expectations in hierarchic relationships is highly under-estimated. What appears to be a lack of interest of top management can lead people to unwanted or even destructive behavior! To be more specific, employees subconsciously wish that their boss would provide them with recognition, interest, time to listen and security. Despite popular thinking that adults actually don't "need" this, such wishes do exist and the value of intrinsic rewards should not be forgotten.

## Inefficient Lonely Fighters

The natural conclusion for the effective manager is to nurture and fulfill these unconscious motives of human nature rather than attract unnecessary and destructive opposition. Exceptional leaders very often display a special ability of "mothering", if I may use a rather unusual metaphor in this context. It is very important for Top Managers to understand that autonomy is a process and not something one can initially expect; the more it is demanded, the more the employees will desire the "mothering" and will negatively react to the lack of the same.

Another unproductive path to achieve autonomy in the company is to surround yourself with very independent middle managers. This will lead to a lack of binding forces within the company which very often leads to personnel fluctuation and a reduction of communication which finally results in inefficient "lonely fighter" behavior. That is why it is so important that Executive Coaches work with Top Managers on efficiently making use of the intrinsic wishes of their employees. These "mothering wishes" must be identified, analyzed and supported by Top Management before the unsupportive culture can be changed. Corporate slogans are a valuable source in identifying unconscious desires; advertising is always a good indicator for the latent wishes of people.

Finally, the CEO decided to perform "management-by-walking-around" for 6 months. He was being seen in person, unexpectedly joined the meetings of his directors, set up company information meetings and gave individual employees the chance to explain their problems and challenges. In the beginning, people were skeptical, however, after some time his staff believed that the CEO really identified himself with the company and its employees. The widespread belief that he would soon leave the company, (like many of his predecessors) was fading. Employee motivation and productivity was increasing significantly. At the same time, the CEO himself started to believe in his people and their ability to perform. After six months he subtly reduced his public appearance again without creating the same old dissatisfactions.

#### **Case 4: The Top Manager as the typical territorial animal**

The CEO of a major Swiss Bank was dissatisfied with the cooperation within the Board and among the department heads. He launched an extensive Coaching Project for all members of the Board and First Line Managers. The initiative consisted of three workshops of three days each within 15 months, in addition to individual coaching for all the people involved. During the first workshop a surprising topic arose that occupied the Coaches during the entire 15 months of the project: both members of the Board as well as the department heads had an unbelievable fear of getting involved in the "business" of the others. Everybody tried to optimize their own area of responsibility while suffering quietly from the mistakes of the others. In this environment, it seemed impossible to create the effects of synergy in the organization.

During the Coaching process, the participants became aware of their way of thinking, i.e. that everyone believed that receiving criticism from others is considered as some kind of malicious attack or - the other way around - that giving negative feedback would be taken as an expression of criticism. Protectionism and departmental isolation were the resulting behaviors. Cross-departmental communication and working out pragmatic solutions between the various areas of responsibilities seldom happened - if at all, only on staff level.

#### **The Desire for Security**

For sure this is a rather extreme example, but the basic principle can be found quite frequently in Top Management teams; top managers fail to work together well in an effort to maintain the peace between departments. In middle management, territory fights which become an important part of daily work life are often an effort to carve out territories; whereas in top management the pieces of cake have usually been distributed already.

There is a big danger that this kind of behavior further cements the existing isolation and solitude of top executives. A collaborative environment (e.g. the R&D Director tells the Director of Sales: "...hey, I heard that something may go terribly wrong with one of your key accounts..."), an open atmosphere and clear dialogue hardly exists anymore. This is exactly the issue the Coach must bring up with Top Management in such a situation. He must animate and - if necessary - moderate a collaborative dialogue between the various parties of an organization. All participants of the workshops must become aware of the consequences of and damages created by their current communication culture. As a next step the participants need to work out alternatives for their existing security needs.

Time and again, Coaches are surprised at how many fears and insecurities exist behind almost perfect management facades, traits which can lead to errors in judgment and thus, wrong decisions. The immediate psychological consequence is chronic frustration and an 'emotional shrinking process'. A CEO said to his COO whom he knew for almost 20 years: "I never knew that you had these kind of operational problems!" Reply of the COO: "I never knew that they would be of any interest to you." In the further course of the project, the perceived mutual rivalries among the managers became more and more obvious. Some of the participants tried to change their behavior, and with the support of the Coaches, they increasingly gained positive experiences. But quite often, under the pressure of everyday challenges, the 'old' suspicious attitudes were quickly reactivated.

In the analysis of this company's culture, a lack of necessary competencies among certain department heads and two directors became obvious. The avoidance of criticism disclosed a need for suppressing inconvenient truths: the problems of coping with requirements of the job, negative handling of stress (alcohol and chemical dependencies), marriage problems, etc. To hide in familiar territory seemed to provide some protection and security.

## **Conclusion: To overcome Isolation**

These four examples illustrate various aspects of the significant danger to Top Management of the risk of isolation within the organization.

1. Isolation due to lack of open feedback (Case1)
2. Isolation due to over-obedience and lack of courage in the organization (Case2)
3. Isolation due to misunderstanding of employees' personal needs (Case3)
4. Isolation due to missing emotional links and lack of interface communication (Case4)

This isolation is relevant in many ways to the economic success of an organization and the personal success of the Executive:

- In order to make good decisions, the CEO depends highly on available information and its trustworthiness. More often than not, this trustworthiness is taken for granted. There is little attention to the necessary minimizing of factors which influence the flow of information in a negative manner. Effectively addressing such tendencies of isolation should be part of a 'strategy of minimizing'.
- Human beings (including Top Executives) are dependent on dialogue and relationships. In positions where the leader becomes a 'lonely wolf', the organizational effects of isolation tendencies become obvious. Psychosomatic development and processes of 'soul poverty' are the consequences of hyper-autonomous working styles and lead to a degradation of performance in the longer run. The well known break-down or burn-out syndromes are due to not only stress and workaholic behavior, but also isolation and loneliness in the workplace.

- People who have proximity and intimacy problems very often feel an attraction for high level positions. In these leadership positions, the intimacy fears combined with the inherent isolation forms a fatal alliance, with serious consequences for the organization. The company culture turns to mistrust, fear and a lack of entrepreneurial spirit. The necessary development of the organization to react to the changing market environment thus depends heavily on the abilities and knowledge of the CEO. If his judgment fails, the whole organization can be in danger.

**Conclusion: Top Managers need open and truthful communication at all levels of their organization in order to facilitate good leadership of the organization and also of themselves. This openness and connection to the environment can be put at risk due to the existing hierarchic systems and role models of Top Executives. Many executives tend to leave others in the dark in order to strengthen their position of power. Conversely, while autonomy is an important leadership skill, binding and connecting with others is just as important. Developing these skills on Top Management level deserves special care.**



**For more leadership related case studies, read on!**

## II. Further Case Studies

### **Case 5: Emergency Operation**

#### The Ultimatum

A couple of months ago, Marc (name changed), a manager in his early 40s, called me and said: "I need your help! My superiors told me today that I get another 6-week trial period and if by then I can't show a good performance, I will be fired."

He sounded quite panicky and outraged, which is not surprising in such a situation. First, I helped him to calm down so that he would be able to think clearly and rationally.

Typically, my clients get coached 2 to 4 times per month. However, as this was a true emergency case, we decided to set up 2 coaching sessions per week for the first 3 weeks and then review the situation again.

It turned out that he started this job less than 6 months ago and that in the first 2 to 3 months, everything seemed to develop well. And then all of a sudden, according to him, everything turned against him:

- His boss stopped communicating properly with him, bypassed him time and again, and even annulled orders that Marc had given to his staff, thus completely eroding Marc's authority in his department.
- His staff expressed deep dissatisfaction to Marc's boss, who was the interim manager of this department for almost a year before Marc came on board. They complained about Marc's lack of technical competence and his leadership style.
- Colleagues from other departments became more and more skeptical about his competence and ability to perform the job, being reflected in the style of the internal communication (He showed me email where colleagues wrote things like "... when will you ever understand who is taking care of these kinds of issues?").

### What happened?

Looking at Marc's career, we see a person who made his way up from the bottom. His two previous positions gave me a clear indication about the root causes of the problem:

- ◆ In his second to the last position, he was working in the export department of a medium-sized company and was responsible for the sales of a certain region. He had no personnel responsibilities in this position.
- ◆ In his last position, he was responsible for setting up a sales network in Europe for a US company. At the end of this appointment, he had four staff members reporting to him, all recruited by him. His boss in the US was mainly interested in the sales figures, which he successfully increased. The US team hardly got involved in what he was actually doing to achieve those.

That means, he:

... never had to "take over" existing staff.

As a consequence, he assumed that his new staff would accept him as their boss in the same way the people he employed accepted him in his previous job. He did not realize that he first has to earn the respect of his staff.

... never worked as a manager in an existing organization.

He underestimated the cultural aspects, as well as the dynamics and politics involved, of a grown management team.

... as a manager, never had to work closely with his boss.

Because he didn't want to do anything wrong, he initially did not make any decisions, but always asked his boss how to handle things. Worse than that, he did not even prepare possible solutions but plainly asked what he should do.

Now, it suddenly became crystal clear to him what went wrong and that the reaction of his boss and his team was not something which happened suddenly, but that it was an inevitable consequence of his behavior.

Unfortunately, his boss was not the type who gives constant feedback on what's good and what he should improve. Instead, he was just waiting whether Marc's behavior would change over time and got more and more upset and disappointed when it did not happen.

### Emergency Action

Unfortunately, I entered very late in the process and it was clear to me that the chances of "saving" Marc were not good.

As always, when I coach people in difficult situations, my first target is to get them to calm down and put some distance between them and their turmoil, to enable them to think more clearly and rationally. I encourage them to first air their frustrations, anger and other strong emotions they may have in that situation.

Marc and I spent half of our first session doing this activity and I could feel how Marc calmed down afterwards and started to think more logically. As a next step I asked Marc to describe his current situation and what led to it. Of course, in the beginning Marc could not understand how this could have happened to him. He always had good intentions, worked hard and "did nothing wrong to deserve" it.

Only when I asked him to clarify in detail what happened did Marc start to understand what "he did wrong" and what led him to this difficult situation. That was a key element of our coaching process, as understanding what went wrong was the basis of the action plan that could help rectify the situation.

In the second week, we worked out the action plan that he would present to his management to show that he would change the way he was working so he can merit the satisfaction of his superiors.

## Too late

Unfortunately, it turned out that some key people in the organization completely lost their faith in Marc — they did not believe that he would be able to change and work successfully in his position. Hence, they were actually looking for Marc's mistakes to have more reasons to terminate him. We realized that the ultimatum was a wish of the top management who wanted to give him a last chance, while his direct superior already "wrote him off." In this situation, it was impossible to succeed. The coaching process started after he had reached the point of no return.

After we realized that (3 weeks from the start of the coaching), we focused on his time after the ultimatum. Overall, Marc's feedback on the benefits of coaching was as follows:

- The coaching helped him stabilize mentally and emotionally.
- The coaching came too late to save his job, but would have most likely helped him keep the job if it was started at a less critical stage.
- The coaching helped him understand what went wrong, what he could have done differently, and how to be more successful in the future.

## **Case 6: The Conflict Animal**

### **The Wolf**

One of my clients raised the issue that he feels he is not coping adequately with conflicts he is facing in his personal and professional life. I asked him why he feels that way and how he is dealing with the conflicts. He mentioned that in his personal life, he would do everything possible to avoid conflicts. If they were unavoidable, he would try to talk about it with his wife but he often somehow feels that the conflict has not been resolved properly. He also stated that he sees conflicts as a potential threat to his relationship with his wife. In his professional life, whenever he is confronted with a conflict among his staff or with his boss, he feels very exhausted afterwards even though the conflict might have been resolved.

I asked him to describe what a conflict means to him by choosing an animal and describing this "conflict animal". He chose the wolf and used the words "sly", "dangerous", "hurting", "surprising", "strong" and "unpredictable" to describe him. Then I asked him whether this "conflict animal" could be useful for something. After thinking it over for a while he said that this wolf could confront you with your limits, for you to understand how strong you are. Eventually, by interacting with the wolf, you could learn how to deal with dangers.

Probably there is hardly an issue in human relationships as controversial as conflicts. On one hand, they are part of our daily life; on the other hand, we often undertake everything to avoid or suppress conflicts. Conflicts confront us with our self-esteem and eventually we feel that our personality is at question which in return can cause existential fears in us.

Reflecting on the deeper reasons for conflicts, it becomes obvious that they are more than plain aggression. Persons who are creating the conflict usually want to achieve something and they are ready to invest considerable energy to reach their goals. Hence, suppression and avoidance of conflicts actually block this energy, which could have been deviated to achieve useful results.

Active conflict management is a core responsibility of any corporate leader. Creating transparency of existing or potential conflict energies and then seeking ways to constructively resolve them will tremendously increase the productivity of the teams involved. The same applies equally in the personal environment where conflicts can be a means to reach a deeper understanding of your partner or friends, thus improving the personal relationships.

**Remember: Don't be afraid of the "conflict animal". It can make you aware of your "self" and - if properly dealt with - help you improve your professional and personal relationships.**



**Want to know how to do it? Then go to the next page!**

## How to deal with the wolf

After my client started to see the benefits of "dealing with the wolf", he asked me how to do this in the most effective and efficient manner. I asked him in return how he deals with conflicts. His reply was that in case he could not escape the conflict, he would basically be "reactive" and "protective", meaning trying to cover himself up as well as possible. I asked him whether he felt that this strategy proved to be effective and efficient which he denied. He said that it usually led to a long and exhausting and sometimes even outrageous discussion. I asked him to describe it in the context of a conflict between two wolves. His reply was that both wolves suffered from smaller or bigger injuries depending on the intensity of the conflict. And answering the question of what was the final result, he said that the issues he tried to cover up in an attempt to save himself, needed to surface in order to reach a conclusion. The same was true for the other party.

The client realized in this process that an open, truthful and self-critical communication was the key for dealing effectively with conflicts. He started to understand that he has to make the first step in opening up and then make the other party comfortable to open up as well. However, this shift in behavior would not happen over night. The client would fall in the trap of his old behavior until he would successfully implement this new habit of dealing with conflicts. A way to achieve such behavioral change is to practice them in role plays. Another possibility is to have a trusted person with whom actual behavior in conflict situations can be cross-checked and adjusted step by step so as to create the new habit.

**Conclusion: Open and truthful communication is the key to efficient and effective conflict management. Changes in behavior require a shift in habits which must be learned through training and/or a continuous feedback process, such as executive coaching.**



**How could YOU benefit from Executive Coaching? Read on**

## Benefits of working with an Executive Coach

Successful Leadership is mostly about doing the right things at the right time in the right way. Hence the quality of decision-making is crucial.

### If you work with me as your Executive Coach, you will...

**feel safer** in your decision making because you can discuss important decisions with an experienced professional who coaches you through the decision making process.

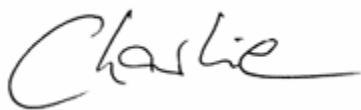
**be more successful** because of a considerably improved quality of your decisions. I will help you to discover blind spots and will mirror your options for you to realize the possible consequences of your decisions.

**get the respect and recognition** of your stakeholders due to an outstanding leadership style which we will develop together.

I offer executive coaching face-to-face and by phone. If you are based outside Hong Kong, the call is mine, i.e. I will call you for our sessions.

Contact me at [Charlie.Lang@progressu.com.hk](mailto:Charlie.Lang@progressu.com.hk) for more info.

Hope to hear from you soon!



**For more information about me, see below profile.**

## Profile of Charlie Lang

Executive Coach, Trainer and Founder of Progress-U Ltd.

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Charlie Lang is an executive coach and trainer known in Hong Kong for his innovative approaches to leadership, change processes and sales. He combines, in a unique way, latest findings in research with his own experience in management and leadership.

Charlie's mission is to establish first-class leadership and management in any organization he is working with. To achieve this, he offers executive training and One-on-one Coaching to middle and upper management. He also delivers public speeches, and is a passionate thinker and writer of articles on these topics. Being bilingual, he can provide these services in English and German.

During his 13-year corporate career, he worked for progressive companies, so-called 'hidden champions', as Managing Director, as VP Sales and Marketing and as Sales Director, in Europe and Asia. In 2002, after completing a 6-month corporate coach training, he started Progress-U Limited in Hong Kong. Charlie holds degrees in Mechanical Engineering and International Marketing and is accredited in the use of Harrison Assessments.

Charlie is also a founding member of the Hong Kong Coaching Community and an active member of the German and Canadian Chambers of Commerce in Hong Kong.

In 2004, Charlie Lang founded the Master Coach Alliance in Hong Kong, a close network of selected coaches who have a proven professional approach to coaching and training. This alliance offers services in areas such as corporate coaching, life coaching, financial coaching which are available in various languages (English, Cantonese, Mandarin, German, etc.).

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