

# The confidence to confront.

## Client's situation:

Senior management described her as a hugely talented sales manager with a staggering level of achievement and a tendency to demonstrate both her best and worst characteristics. Her initial coaching objective was to:

- Control her emotional reactions and find alternative responses.

Emergent objectives included:

- Understanding the significance of her principles and drivers.
- Overcoming her aversion to conflict.
- Fine tuning performance management skills.
- Achieving sales targets whilst surrounded by staff and management changes.

## Coaching approach:

We worked collaboratively to:

- Explore her value system.
- Use Transactional Analysis to appreciate underlying long term performance drivers.
- Acknowledge her strengths and challenge her worst characteristics.
- Review emotional reactions to situations, search for alternative strategies and reinforce them through role play.
- Support and challenge her approach to performance issues with high performing sales consultants.
- Use MBTI to challenge her to see things from her opposite's (manager's) perspective. Also to understand her responses to pressure situations.
- Explore long term career objectives.

### **Benefits to the client:**

- She understands both her values and the triggers that can cause her to react emotionally.

She has developed:

- An ability to confront people she has positive and close working relationships with.
- An inner calmness to complement her enthusiastic management style.
- The ability to both engage with staff and maintain appropriate professional distance.
- Finely tuned performance management skills.

Senior management trusted her with an exciting new management role that took her beyond previous comfort zones.

### **Quotes:**

‘Tim’s coaching helped me to improve my interactions, perception and judgement.’

‘I got a huge increase in confidence in my ability to confront situations.’

‘A lot of the issues raised made me re-appraise my own personal goals, behaviours and address personal issues outside of work. I do feel more ‘in control.’

‘At times, when I felt uncomfortable, I felt reassured and able to be honest with myself in front of Tim. He was honest, responsible and always challenged to a point where there was a moment of enlightenment! I always came away from sessions with renewed energy, direction, with actions to tackle and the confidence to tackle them.’

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