

From task focused driving to an involving style of leadership.

Client's situation:

The client was a self reliant, high achieving sales manager, with extremely high expectations of himself and his team. His hard driving, task focused style, expended a lot of energy without achieving much buy-in from team members.

His coaching objectives were to:

- Develop the skills necessary for a facilitative style of management.
- Develop my coaching skills (particularly listening) to:
 - generate involvement and ownership.
 - promote self sufficiency.

Coaching approach:

We worked collaboratively to:

- Explore his needs and understand what was driving him.
- Clear up assumptions about how he was valued by senior managers.
- Explore which types of people he found energising and those that switched him off.
- Get to the bottom of why he didn't listen to team members and some clients.
- Develop his-own techniques for listening attentively.
- Challenge and support his handling of demanding performance management situations.
- Refocus his priorities and set up disciplined ways of working to avoid distractions.
- Explore long term ambitions and balance their achievement against today's reality.
- Challenge the negative implications of his tasked focused approach in tough 'bottom line' language.

Benefits to the client:

- ‘I’ve now got a management style that is much more involving of my people and moves me away from a ‘tell’ environment for the first time in my career.’
- Better results from meetings now that he takes time to focus on the outcomes he needs and prepares thoroughly.
- Significant improvements in performance management meetings, due to thorough preparation and role play rehearsals.
- Improved business results now that he acts swiftly on underperformance.
- ‘My improved listening and questioning skills have helped enormously in the way I manage my team. They’ve also improved my ability in front of clients. This helps me assist my consultants in the over-riding objective of growing new business.’

Quotes:

‘The coaching with Tim has allowed me to be honest with myself and ‘own up’ to my development areas, assessing the benefits of addressing them and the implications of not.’

‘I found Tim’s style and approach very comfortable and a good level of trust developed between us. I found him challenging throughout. His enthusiasm is a great asset and his ability to engage with people makes him a great person to work with.’

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