

Turning disappointment into direction & motivation.

Client's situation:

The client, a highly successful sales manager, was disappointed after an unsuccessful bid for promotion. Post-interview feedback about his leadership style was still ringing in his ears and to make matters worse, the successful candidate had become his line manager. Relationships within the management team were difficult. He was ready for a fresh challenge and wasn't sure where to take his career.

Initial coaching objectives were to:

- Decide where to take my career.
- Be perceived as a serious contender for future promotion opportunities.
- Lighten my management style so that my team don't see me as detailed, serious and controlling.
- Understand what frustrates me about working in the executive team. Avoid upsetting team members and learn how to work more effectively with them.

Emergent objectives included:

- To develop my strategic thinking.
- Improve my coaching skills.
- Change my work life balance.

Coaching approach:

We worked collaboratively to:

- Explore his background to appreciate and reinforce successful approaches.
- Gather developmental feedback from peers and senior managers.
- Identify opportunities to develop his strategic capability.

- Carry out on the job observation and facilitate challenging feedback sessions with peers.
- Correct his existing knowledge of MBTI and use it to help him understand himself and appreciate the differences amongst peers and staff.
- Look at situations from the other people's points of view.
- 'Lighten' his presence in meetings by learning to prepare his approach to the meeting instead of laborious content. We ingrained this approach through practice and role play.
- Support and challenge his handling of performance management issues with team members.

Benefits to the client:

- 'Twelve months down the line, a good deal of what was covered with Tim has become habitual. My understanding of my Direct Reports is considerably better than it was and my ability to develop the best from them has improved. *Business results back this up.*
- 'I've got a massive increase in confidence when it comes to grasping issues firmly and resolving them.'
- 'My improved understanding of Exec Team Members means that I can influence decision making in a way that doesn't make them feel uncomfortable. This is better for me and we are getting better results for the team overall.'
- He has adjusted his work / life balance by getting involved in competitive sport. For a former international sportsman this provides an essential outlet for energy.
- He knows what he is looking for in a successful and fulfilling career and has the inner resolve to make his professional life as successful as his international sporting career.

Quotes:

'Tim gets the balance between supporting and challenging spot on.'

'I always left the sessions feeling I'd been through the 'ringer,' with plenty to think about and really motivated to get to work.'

'Overall I've thoroughly enjoyed all contact with Tim. I've benefited greatly and would definitely recommend his services to anyone else.'

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