

Case Study:

Taking Leadership to the Next Level

THE SITUATION: COACHING THROUGH TRANSITION

Tom was initially exuberant about his increase in responsibility and salary as the newly appointed head of Sales for the division of a large technology corporation. However, after the first 30 day honeymoon, he found himself struggling. Known for his amicable and warm disposition, Tom had difficulty delivering critical feedback to his reports. Without direct feedback, his reports had little chance of performing autonomously. Tom found himself increasingly hovering over his direct reports and would regularly double-check their work.

OUR APPROACH: CRUCIAL FEEDBACK FOR DEVELOPMENT

Following a quarterly slump, Tom's boss recommended an AIIR executive coach to help him bridge his experience as an individual contributor and manager to his new role as an emerging leader in the organization. Coaching involved a comprehensive assessment that included a 360 degree interview. Through this process, Tom discovered that despite his own self-perceptions of his leadership style, others found him to be micromanaging and difficult to talk openly with. Understanding this fundamental contradiction between his leadership style and his personality opened the door for development. Together with his coach, Tom developed a Strategic Action Plan to:

- Address his discomfort with giving direct feedback
- Improve his assertiveness skills
- Increase his ability to delegate

RESULTS ACHIEVED: BETTER PERFORMANCE, HAPPIER LEADER

Altering these behaviors was challenging for Tom, but also very rewarding. Tom's unit went on to produce two consecutive record beating quarters. Of equal importance, Tom now spent much less energy hovering over his direct reports. He was able to reclaim that energy and redirect it into being more productive at work and accomplishing more goals in his personal life, like spending more time with his family.