



## The Big Blue Box Ltd

### Alternate Outcomes 3

M is a manager with project responsibility within a global programme. He has been with the organisation for a substantial part of his career and has abundant experience, technical knowledge and skills. He was seen as an ideal leader to bring the important project back on track.

Feedback from recent performance appraisals indicates that M is not performing and is beginning to lose the confidence of his colleagues.

The brief was to 'encourage M to be more flexible in his working with colleagues'.

#### The Process

In the first session together it took some time to establish trust and openness as M was suspicious and asked numerous questions to establish credibility and confidentiality.

We were eventually able to discuss M's story so far and to explore his current situation. M's high standards and direct approach were bringing him into conflict with the need to deliver a project on time, he was feeling under pressure and isolated.

*'I'm being asked to cut corners to deliver on time but I know that what they have done already isn't right..... And the brief keeps changing! .... I'm trying to get a project plan and resources agreed but I'm not getting anywhere..... I'm not getting included in meetings and discussions .... Decisions are being made without consulting me.'*

Giving vent to his frustrations in a safe place was cathartic, M relaxed and opened up further discussions around his home life. Separation from his wife and family during the week was clearly causing M further stress.

M began to hear for himself what he was saying.

He realised he was feeling trapped. Whilst he had spent much of his career working for the organisation he didn't feel he belonged there – it was the salary and benefits that kept him there. Conflict around his job role and his ability to perform was draining his self confidence and he was missing his family whilst living away from home. His inability to control any part of his life was coming out in anger.

There were tears as we drew the session to a close.

#### The Outcomes

M came to our second session having made a decision. He had tendered his resignation.

For M this was a turning point – he had made a career / life decision.

He realised that he was unhappy and decided to do something about it – he was unlikely to achieve his potential in the current organisation.

For the organisation, it been saved from a potentially protracted and expensive 'performance management' process and had avoided ongoing delays and conflict within a project team.

#### The Big Blue Box Ltd

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### **Alternate Outcomes 3**

Whilst serving his notice M relaxed, compromised and cooperated with his colleagues to move the project on significantly and was able to positively hand over his role to a successor.

As he reported:

*'I have been happier in these last few weeks than I have been for years.'*