



The Big Blue Box Ltd

'I Have Some Serious Thinking To Do!'

Background

J is a steady loyal manager, with strong values. Having worked for his current boss for some years and through several restructures J's senior leaders are looking for him to show his intention.

Recent reviews describe him as:

'too laidback... reflective... no impact ... no urgency, [or] structured thinking and a structured approach to resolving operational issues... needs visibility.... needs to make an impact... made no great impression...needs to develop a style and presence.'

The Process

Our first session examined J's career story and focused upon the relationship between J and his longstanding boss, who had recruited J into his current role.

We examined J's behaviour towards his boss and how his boss behaved. Using TA as the analysis tool, J could see his own 'childlike' behaviour complemented his boss's 'parental' style and reputation. And J noticed how his values and loyalty maintained the roles, to the detriment of his career. He also understood his boss's behaviour changed when working with other more senior leaders.

'This has fundamentally changed my thinking! ... I have some serious thinking to do! ... I can see I need to be working on my own presence and reputation... on my visibility, and I need to think about values and beliefs and my own intentions... I need to have a career plan ... I've tended to follow my boss!'

By our second session J was clear that he now felt he needed to act.

'I've taken my eye off the ball regarding my career... I've been reluctant to play politics, to manage my reputation for myself – I trusted that it would happen... What do I need to do to get back to the table?'

Events took over and by our next session J was clearly under pressure to assert himself –this was the moment for him to face the changes he needed to make and decide which way he intended to play, but how would he react as the timing was not of his choosing?

Meanwhile, further organisational changes ensured that J's opportunity was suddenly absolutely clear and he would have to act decisively.

He chose to be courageous and made his move securing an acting promotion within a changing structure that, if he played his cards well, would almost certainly result in a permanent appointment. But the promotion would test his values and loyalty to his boss.

He chose to step into the position, and within minutes of a conversation appointing him to his acting role he had made his first irrevocable decision – he was committed.

The Big Blue Box Ltd

Contact: 1 The Laurels, Oatlands Drive, Weybridge, Surrey. KT13 9LF

Tel: voice/fax: 01932 843933 www.thebigbluebox.co.uk

Registered Office: Suite 1, Concept House, 23 Billet Lane, Hornchurch, Essex, RM11 1XP

Registered in England No: 4401635

'I Have Some Serious Thinking To Do!'

The Outcomes

J's loyalty was a useful cover to enable him to remain safe, protected from scrutiny.

Because he had not taken active responsibility for managing his career a restructuring and a need for performance suddenly exposed him as being unprepared. The timely coaching enabled him to see the issue and prepare himself.

The organisation gained a new strategic and motivated leader and J gained a challenging promotion, confidence and a career plan.