



The Big Blue Box Ltd

It's About My Leadership

Coaching sessions don't always follow the 'given' agenda. Frequently the 'assumed' – or 'given' area for development is not actually the 'real' issue. The privacy, honesty and time taken in the coaching session can often reveal other factors that change the agenda. And tackling the 'real' issue can also lead to resolution of the other areas of development. A diagnosis is essential.

The Background

G is the managing director of a rapidly growing small creative agency, with a specialised offering and client base. She is keen to develop her leadership ability as managing director and the initial brief is to assist her to be more assertive in difficult situations.

The Process

In our first session G opened up and confessed that she had considered cancelling the session

'I had so many emails to catch up with this [Monday] morning that I doubted if I had the time to spare for the coaching session. However I decided to go ahead'.

We began by confirming the issues that G wanted to work on in her coaching

'It's about my leadership. I don't do 'conflict'; I hate it, so I'm not good at having the tough conversations'.

There were clearly some potentially sensitive topics which required greater 'rapport' and understanding of the context and history behind the company, its product offering, the people and its structure.

It became clear that there was a huge amount of detail - all in G's head - built up since the start of the business. In order to clarify the discussion an organisation chart was printed and the roles and structure of the teams was explored.

The organisation chart didn't reflect recent changes, there were several important strategic issues affecting the future development of the business that had not been incorporated into the structure or the strategy.

Questioning continued to examine the future of the business and its challenges.

The came 'the light bulb moment'.

'Oh! I'm beginning to see things – we're talking about the future of the business and some of the big questions... and I haven't been looking at these things ...

I've been worrying about my emails, the detail and the day to day... I haven't done any of this for, oh, a year or more ...

This is so important'.

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

It's About My Leadership

So what about your business plan?

'Well, we've got one but it's not looking at these things... it's out of date! ...

And it's nearly all in my head – I haven't shared it with anyone... I couldn't do, could I!....

No wonder everybody is always asking me for answers!'

The Outcomes

This was our first coaching session.

The 'given' leadership problem was around assertiveness and handling conflict.

From considering that she might cancel the session and do her emails, G had realised that her plan for her business was out of date, existed mainly in her head, hadn't been shared and had not included several key issues facing the business.

This meant that her people lacked a clarity of purpose, sought guidance from G and interrupted her.

This wasn't how for the session was supposed to be but it opened up the agenda for future sessions and the powerful insights enabled G to begin changing her leadership style.