



The Big Blue Box Ltd

Rebuilding The Foundations

The Background

L is considered to be high potential talent within this well known organisation. She is new to managing a team and has struggled for several months. HR recommended coaching.

L described her situation:

'The change [was] very challenging. I wanted to get the team 'up and running' and to deliver very high quality work almost immediately. Unable to achieve this I became stressed and emotional'.

From our first meeting the stress that L was experiencing was clear, and her unhappiness at work was affecting her life at home, her self confidence was low.

The Process

Passing the Chemistry Test together our first coaching session invited L's manager to discuss the objectives and background for the coaching project, formal immediate objectives were identified.

In the first 'one to one' conversation longer term objectives were identified.

'I wanted to be prepared for the next time that I was taking on a new role, or in another situation which caused me similar stresses...'

'I recognised that there are aspects of how I approach work (notably a tendency towards perfectionism) which have an impact on my ability to progress and can have an impact on me personally'.

The series of 'one to one' sessions initially explored L's story so far; her career, education and even early home life.

This identified several important foundation events which were then analysed, giving L insights into her values, models and drivers for her behaviour.

This led us to investigate ideas such as Perfectionism, Recognition and Delegation.

'Homework' on specific tasks, followed by discussion and reflection in later sessions, also proved insightful.

We specifically explored the process that L had adopted for assuming responsibility for her new role and team.

This yielded significant understanding about what could have been done differently, and a 'very tangible' revised process for the next time.

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The Outcomes

L summarised the benefits she obtained from the coaching:

*'Much better **understanding of my core drivers** at work - and implications for how I respond to situations.'*

*'**Ability to spot situations** in which I am unlikely to achieve the [outcome I require] and how to manage them to avoid them becoming stressful.'*

*'More **confidence as a team leader** - I previously felt like I was 'parenting' the team and lacked confidence in managing very confident team members. I now have a picture of what my personal 'best' management style is.'*

*'Improved **self confidence** and focus on strengths. I previously felt that I lacked some of the capabilities to move from a 'do-er' to a leader. I now feel more **comfortable** in my strengths ... and in accepting that things won't be perfect all the time and that the priorities need to be what my stakeholders see as success - not what I do.'*

*'More **strategic approach** to my work - recognise importance of thinking strategically about my own team and organisational problems. [I now] have a framework for **planning**.'*

*'I expect to be able to **take on a new role more effectively**, with less stress and deliver results more quickly. [I'd rate my] ability to take on a new role - previously 2/10, now 7/10!'*

*'I'm generally happier and more **confident in my role** and more able to take problems in my stride - making me a more enjoyable person to work with. [The organisation is seeing] better **value for money** from me using my time more appropriately for my level.'*

And her action plan for the next period included:

'Developments to improve time management in relation to team management ... make my communications punchier and 'role model' the level of detail required. [I have learned techniques for] shortening discussions about work.'