

Releasing Potential

Coaching is time when the individual can break out of the day to day routine and 'step back'. 'Thinking time', pause for reflection and self-assessment are often reduced by detail, pressures and stress. Coaching sessions can legitimise taking time to relax and reflect, with benefits to the individual, the team and the organisation.

The Background

A is a high potential manager within a successful creative business. A recent promotion has moved him into a position of leadership of a key business unit. His next move is onto the main Board.

A needs to develop a plan to enable him to delegate some of his current project responsibilities, acquire new skills and knowledge, to change his role and prepare a business plan for his unit – within 3 months.

Despite the creative environment A's thinking was 'linear', he works with lists and a daybook, taking detailed notes throughout the day at meetings, and his working day often finishes at 10pm. He never has any time to think except on the train. He had begun to capture ideas on a PDA. Despite his best efforts his actions were still focused upon the details and progress towards delegation and developing his plan was too slow.

The Process

The coaching sessions were valuable in that they gave him time to pause and reflect. Asked to consider how he envisaged his business unit in 6 months time – to create a 'Vision', A was clearly struggling to focus having so many issues to handle, ideas came and went and he naturally started to make a list of tasks.

He was introduced to a simple technique to enable him to capture and explore ideas that would free him from the constraints of having to limit his thinking to linear lists.

The Outcome

Within 10 minutes he had understood the concept of Mind Maps and had drafted his first map. Returning to the question of his vision for his business unit and being helped to 'map' his vision, A had, within 30 minutes, framed his business plan.

Counting the ideas he had generated on his mind map he noted 15 key areas for action.

Comparing this few minutes time spent building a mind map with the list he had prepared on his PDA over several weeks, A noted that his PDA list was only 5 ideas.

A's new mind mapping skill has freed him to capture his thoughts and use his creative thinking. He has clarified his vision of the development of his business unit and is now able to prioritise and delegate.

8 September 2009