



## The Big Blue Box Ltd

### Self Confidence

#### Background

It's not unusual for a career to change direction. In making that change there is an expectation that the experience and characteristics bringing success in one area should transfer to another area.

This is the story of the first coaching session with C. C had been offered coaching having been recruited within the last year. He has a substantial role within a multinational UK based organisation, building relationships with internal customers. His previous career had been within the uniformed services.

#### The Process

A briefing conversation was held with C's manager. C is seen as being of high potential. His manager reported that he manages 'up and outwards' very well but is not sure about his style when managing 'downwards'. Reportedly he can be defensive with feedback and appears not to like to engage in difficult conversations. There are also some concerns about how he does things – this appears to refer to C's style being more appropriate to the culture he had experienced earlier in his career.

When we met for our first session there were clues to indicate he was still adapting to his new environment – his dress sense was clearly referring back to an earlier cultural and value setting.

C listed his objectives:

*'I'd like to connect better with my stakeholders and managers...I'd like to understand what perception I am creating...and I'd like to make a difference in the way I approach things'.*

We explored C's current situation and a number of issues emerged.

*'I'm not qualified for this job, in my view... is this the right role or organisation?... 'I'm driven, always driving to achieve, but I'm very self critical...the job has changed and I'm feeling like a scapegoat...'*

*'I'm not confident'*

How confident were you when you started this job – on a scale of 1 to 10?

*'About 9 out of 10'.*

And now?

*'About 1 or 2 out of 10!'*

#### The Big Blue Box Ltd

Contact: 1 The Laurels, Oatlands Drive, Weybridge, Surrey. KT13 9LF  
Tel: voice/fax: 01932 843933 [www.thebigbluebox.co.uk](http://www.thebigbluebox.co.uk)  
Registered Office: Suite 1, Concept House, 23 Billet Lane, Hornchurch, Essex, RM11 1XP  
Registered in England No: 4401635

## Self Confidence

For some further understanding, we explored C's background story through to his current role.

We explored his childhood, unconventional home life and disrupted relationships, his public success in sport. Later, there was a broken marriage and the impact of his extraordinary career at that time.

There was a thread of constant change and conflicting pressures and an ongoing search for the right role. It was clear that, feeling unable to adapt to more change, C was under pressure and was drained of his self confidence.

### The Outcomes

C's powerful and challenging experiences had given him a quiet, capable presence so as we drew to the conclusion of this first session we worked to reset C's confidence.

We discussed some simple strategies. We accessed some of his extraordinary, 'heroic' experiences to remind him how he had approached far greater challenges in the past.

We reminded C how successful he had been and how he managed himself, we discussed how to reset the balance of his life and his work. We discussed how to get back in control and 'off the back foot'.

There were some long silences and pauses as C reflected, beginning to see and value himself differently.

So, how is your confidence right now?

*'Oh it's right up to 5 or 6 out of 10!'*