



The Big Blue Box Ltd

Task and Detail

Background

K is highly talented as a professional, and has just been appointed to his first Director level role.

New to the organisation, HR are keen to develop him but have some concerns when several of his immediate reports leave and he has to rebuild a new team quickly.

The Process

Agreeing a 'contract' and passing the 'Chemistry test' we review K's story to date and discuss his current situation.

His confidence has taken a dive. K is feeling uncertain and somewhat defensive following some 360 feedback, he is still having some issues with one or two of his direct reports.

He hasn't had any leadership training and no experience of leading a large team. He has been working long and hard, but the 'numbers' are looking very good as he is clearly achieving results.

We start to examine some of the incidents that have occurred and explore how K has approached these situations. Challenging questions give K pause for thought.

A particular moment occurs when discussing leadership and K was asked:

'How do you like to be managed' K paused and considered for several moments.

'Mmm... a very good question...I've never really thought about it... mmmmI see!'

We also discuss how K manages his boss and how his boss manages him.

And we also examine how K's fellow directors see him.

'Mmm ...I think they would say I'm not interested if it is not in my domain!'

Exploring the growing realisations, K is asked to recall someone who is a good leader:

'Oh he is knowledgeable, has a vision and can communicate it and inspire people'.

Thinking of another example, he lists qualities such as:

'energetic, passionate, fun, connected, interpersonal, positive and results focused'.

In the light of the 360 feedback K is then asked to reflect upon his own style.

The insight is immediate and K notes how focused he is upon the 'task and 'detail', to the exclusion of concern for the individual.

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The Outcomes

We move on to review several models including Emotional Intelligence, Transactional Analysis, and Action Centred Leadership. We discuss and review 'personal effectiveness' and with some more reading materials to research K is keen to get going.

Between our sessions he set about 'listening' to his team, consulting and seeking consensus – albeit in a very 'task oriented' way, still not quite 'listening' to the responses or being patient to allow change to happen.

K has energy, a thirst for knowledge and a drive to use it.

He is exploring alternative styles to 'Task' management and developing the patience to wait for changes to occur.

He is beginning to appreciate the subtleties and complexities of leadership.

Our sessions continue.