

# Case Study #2: From Manager to Leader

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Specialities:

- Leadership presence / effectiveness coaching
- Team effectiveness coaching
- Fulfilment coaching
- Group performance coaching



The client has kindly given his permission to include his case study. Some background details have been changed to preserve anonymity.

## Background

- The client ran one of the manufacturing plants of a \$2 billion American multinational.
- His boss and the HR director saw him as talented, with a great record of hitting his targets and perhaps having the potential to step into his boss's job.
- However, although he got things done, they said he didn't connect with people. His boss knew the client's peers didn't trust him so he couldn't appoint him as their leader unless he changed. And an employee survey had shown the 250 people reporting to the client saw him as invisible, uninspiring, unapproachable, uncaring and uninterested in their welfare.
- They also questioned whether he was too narrowly focused. They asked, could he look beyond his day-to-day role, see the bigger picture and make a strategic impact on the business?
- The survey feedback and the boss's comments about his peers' distrust shocked the client. However, he agreed he avoided meeting people he didn't know well (which was most of his staff). And he admitted that he rarely told colleagues what he was really thinking and feeling even when it would help the company to do so – which made it harder for people to trust him.
- So the client had potential, but he wasn't going any higher unless he learnt to win hearts and minds and showed he wasn't just a manufacturing tactician.

## The Brief

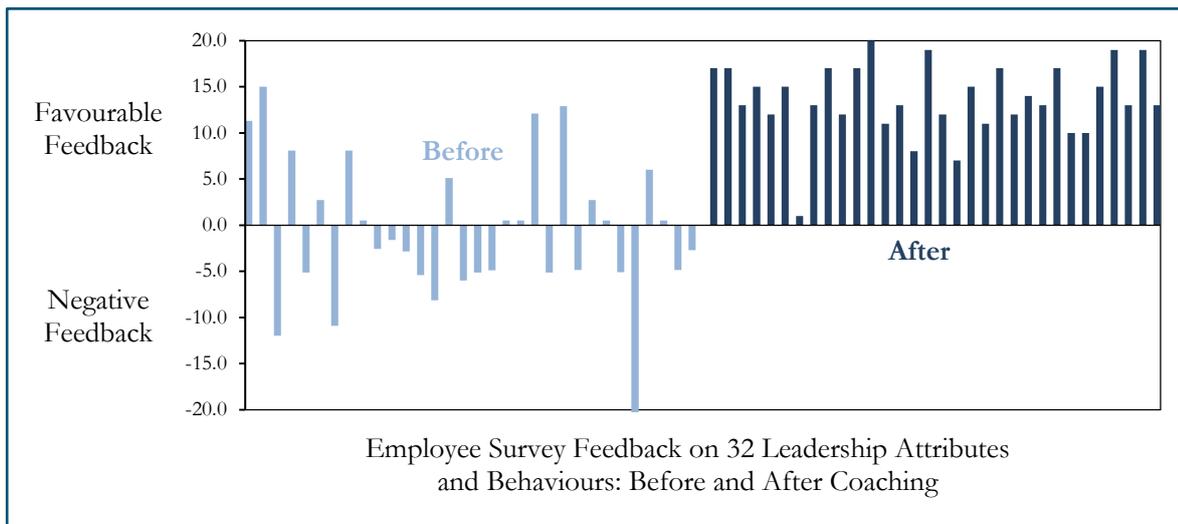
Help the client become a real leader and prove he's ready for promotion.

## Client's Coaching Goals

Within 13 months...

1. Understand why I behave and feel the way I do around other people.
2. Let go of old behavioural habits and start (a) inspiring and connecting with others and (b) choosing how I respond under pressure rather than blindly reacting to old emotions.
3. Prove to colleagues that I can see the bigger picture by creating and completing a project that improves our competitive edge in the market without increasing costs.

## Results After Thirteen Months



- As the graph shows, there was a transformation in the way people viewed the client.
- His attitude and behaviour changed. Every previously negative view changed to a strong positive. Even previously positive views became more favourable. His workforce now saw him as visible, inspiring, approachable, caring, interested in others' welfare and better at handling conflict.
- The client's peers saw him differently too – they trusted him more.
- He also launched a project that added \$1 million to profits, bringing him global recognition.

## Post-Coaching Comments

- **Client:** *"When I first got the survey results, it was horrible. Humiliating. But now I understand why I was behaving and feeling as I did and what effect it had on others and how they saw me. Only by understanding why I was behaving as I was could I begin to change. I'm far better at choosing my behaviour now instead of blindly reacting (although I'd say there is still room for improvement) and I'm better at leading and connecting with others. Where's the evidence? It's in the employee survey results. I know too that some of my peers have different views on me because they've told me so and that's helped my relations. My empathy and approachability has increased significantly too. As has my belief in myself and what I can do. This has given me the chance to challenge the status quo, show I can take a wider perspective and lead a global initiative, to the benefit of the organisation."*
- **Boss:** *"This is a fantastic transformation! Well done. I'm happy to recommend your promotion. Eighteen months ago I wouldn't have been, but I am now."*