

Growing from Manager to Leader

It worked because she realized it was not all about her – it was about everyone else whom she had to lead and she worked at listening, developing her emotional intelligence and letting go.

- VP, largest division of a major public company
- Seven direct reports and with numerous external customers
- Highly successful female executive with liberal arts background, working in a culture of male engineers

1. Coaching Focus:

- Develop more strategic thinking, transitioning from a tactical, project management frame of reference to developing high potential as a leader
- Delegate effectively, including decision-making and avoiding tendency to micro-manage
- Improve staff meeting procedures
- Gather the facts and respond in a balanced, well-prepared manner, demonstrating leadership
- Manage time more effectively with less activity and more focus on strategic issues
- Develop an effective approach to managing up

2. Coachee's Perceptions of the Outcomes:

- She worked more effectively with her direct reports, addressing the criticisms raised:
 - Rush to make decisions
 - Unwillingness to listen
 - Lack of self-awareness, self-regulation and empathy
 - Disorganization and poor meeting management (meetings became regularly scheduled and held, far more information sharing. more healthy debate of the issues)
 - Micro-management (a challenge in the culture of exceptional focus on detail, starting with the CEO)
 - Need to become more strategic and focused on leadership behaviors.
- She significantly improved her ability to manage up effectively to a demanding and imperious division president, who praised her progress, acknowledging the challenge of managing up to him.
- She disciplined herself not to respond too quickly to situations, focusing on:
 - Utilizing her specialists (rather than herself) to gather the data
 - Sensible push-back on requests for immediate information and details;
 - Care in communicating responses to situations.
- She extricated herself from operating detail, was able to develop strategic relationships across divisions and became involved in industry-wide issues.
- She rebuilt relationships with direct reports.

3. Coachee's Focus Going Forward:

- Self-awareness and raising level of EI
- Industry awareness, identifying and working on strategic issues
- Promoting visibility and relationships at highest levels in the company
- Slowing down and focusing on priorities
- Fully delegating, balanced with ongoing accountability from direct reports