

Context

One of the top consulting firms approached us to support a senior leader's transition into a new role. (in which he was moving on promotion).

The organization was experiencing a lot of turbulence due to the transition of many India-based global resourcing roles to client-facing roles.

This needed the leadership team to be more equipped to build strong stakeholder relationships with the existing onshore-based client-facing leaders. There was a lot of pushbacks from the onshore team. Some of the onshore leaders did not agree with this change.

India team was traditionally viewed as a Global Resourcing back-end team. This new transition to a client-facing role was a shocker for the onshore-based teams and equally a challenge for the India-based teams.

Focus

We worked together for six months. Few expected outcomes from the coaching intervention were:

- Enhanced ability to build long-term, meaningful, trust-based, and sustainable relationships with stakeholders. Reduced conflicts.
- Ability to steer the team through this transition
- Ability to Influence / Persuade
- Have a Powerful Gravitas/Executive Presence

Communication Style

This leader had several insights during our conversations. The first was around communication and relationship building with stakeholders. He realized that his communication style was inward-focused, which means while in meetings and conversations, he was focusing on his needs, challenges, and objectives. He was unconsciously using inward focused language.

There after he consciously changed his communication style to outward-focused. While speaking with stakeholders, he started using the language about stakeholders' needs, challenges, and objectives. This helped him handle the conflicts between the teams with ease, and he could influence his points.



Case Study

EXECUTIVE COACHING FOR SENIOR CORPORATE LEADER



Executive Presence

He realized that he didn't command that respect amongst the executive committee despite being technically very strong. The primary reason was he was hardly visible. He spoke less in meetings, hardly networked, and didn't assert enough on his perspective. Being an introvert, he thought that's normal, and it's not possible to have a powerful executive presence for a person of introverted style.

His myth was broken in a series of conversations. With deliberate practice, he elevated his meeting presence. He started becoming very active in both online and offline modes. He also started nurturing focused relationships with key people across the geographies. He began networking and consciously worked on his brand and visibility. He joined a few global committees and made his voice heard.



People Development

He was already excellent in his domain knowledge, and hence his subordinates and the extended team had a high level of respect for him. But he didn't have a ready second line of leadership. This was another reason for worry for the leadership team. They were not sure who would replace him in his previous role. During the seven weeks of positive intelligence boot camp, he realized that he had a strong controller mindset. That was preventing him from letting go of control. Due to that, the second line of leadership was too reluctant to take proactive actions due to this micromanagement style.

He realized that too much control is a self-sabotaging behaviour, which was the root cause of hesitant subordinates unwilling to take the risk. This changed his approach, and he started letting go of controlling behaviour and focused more on coaching and mentoring the second line.

Outcome

He experienced results in all three areas. He was not only able to forge great relationships with the onshore stakeholders, but he could also bring the onshore and offshore teams together. He also developed his brand as a thought leader and could prepare one person as his successor in the previous role.

Overall, he could set a powerful ground for his team to navigate through this transition phase with ease, grace, and success.