

Influencing the easy way

Issue

A director of a fast growing business was very keen to improve processes for the business and was finding that some of the other directors appeared to not share the same vision. He was finding this frustrating and tending to take it quite personally. He had also had some feedback about his communication style that he found confusing and didn't quite know how to use the feedback constructively.

Action

'I remember in the first session I earnestly felt the need to talk to my coach about how I could be more influential. How could I convince and win over my colleagues? How could I be more effective? I also remember how I felt at that time, things had been building up, I was anxious, frustrated and confused. I am a very driven person and wanted to do my best but felt that no matter how hard I worked I was not having the results I visualised.

The coaching sessions help me step back and reflect on my own performance objectively and reflect on why I was being quite so intense. My coach helped me think about the effect my intensity was having on colleagues and myself. She also challenged my thinking on the long-term effectiveness of beating myself up when things did not go according to plan. I had stopped being good to be around without realising it.

Over a number of sessions things started to click into place. People respond to change in lots of ways and will filter my approach in different ways. I knew this but had got so lost in the moment I had failed to apply this knowledge to my current situation. I feel now that I have slowed down and I take time to understand better why a colleague reacts in a different way. I no longer personalise their response and beat myself up because I have not won them over day one.'

The Outcome

'In driving change forward I now develop a more fluid plan that ensures it can cater for different peoples approaches but does not lose the essence of what I know is the right thing to do. I define success in principle terms not absolutes. The result of my work is more involving and obtains better buy in from my colleagues.'

Comments

From Coach:

It has been a delight to see the transformation of this individual. Always highly capable and well thought of it was a case of trying too hard which was creating resistance. By learning how to relax, recognise achievements along the way and let others influence the situation energy is now being used usefully to move the organisation forward.

From Client:

The reality is I am achieving more in less time, having more fun with my colleagues and really enjoying myself at work and at home. This is still a journey and I am going to continue to develop my understanding of leading change and emotional intelligence and I will still have coaching session to develop me further.