

# Leaders who develop themselves have bigger impact

## Issue

John managed a geographically dispersed group of 80 people and was highly thought of by peers, superiors and his team. Discussion about his future career had highlighted some skill areas to be expanded for a larger role. He himself was wondering what he wanted to do next. Whilst happy in his role he was conscious that he spent little time on his own development and that he had no forum currently to discuss issues.

## Action

We decided initially to create some space by minimizing time spent on activities that were preventing him from concentrating on strategic projects. I encouraged him to develop his secretary to take on some of his work and working more closely with her allowed her to take more decisions and protect him from distractions. John was a very approachable manager and people often dropped in. John valued this part of his job even though it interrupted his thinking time. Talking it through with me he realized that his team would respect his time if he was clear when he was available to them. John realized that he could control a lot more of his day than he had previously thought possible. This had the added benefit of encouraging others to take more control of their time.

As he moved on to tackle more broad reaching projects we discussed the approach he was taking, in particular helping him recognize he could influence where he had previously felt constrained. He started realizing that his input was valued at all levels inside and outside of the company. He became more adventurous in getting his views heard and has been delighted at the impact and recognition he has had and at the opportunities for growth within his team.

## Outcome

John has successfully shown he has the skills required for a larger role and is making an even more valuable contribution to the business and the development of his team. Projects are now moving faster in the initiation phase as John has more confidence in his ability to gain buy-in. His personal satisfaction and confidence have grown and through this he has become much clearer about what he wants from a career.

## Comments

### From Coach:

*John is a passionate believer in developing people and sometimes overlooked his own development while concentrating on others. It should no longer surprise me that even at very senior levels people underestimate their ability to make a bigger impact. By focusing on what he believed in and by acknowledging his strengths and achievements John has shown how developing himself has positive benefits for himself, his team and the business.*

### From Client:

*I found working with Rachel to be a positive, supportive and helpful experience. The opportunity to work on issues and develop strategies for dealing with them is very valuable. I often knew what to do but taking time out to reflect on the issue gave me clarity and confidence. I feel more powerful now I recognize the impact I can have in my organization and get things done quicker as a result. I am now thinking about what I want to do in the future in a much more open, relaxed and wider way than I thought that I could – still with Rachel's support.*