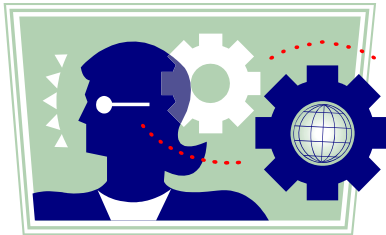


## Insight Fourteen

Finding the space and time to reflect and learn.

*Coaching provides just this – but how to build it into your everyday routine?*



Sarah had stepped into a new, more senior role and was struggling with all the competing demands that her new team, peers, boss and external stakeholders put on her. Her personality preferences led her to take on too much, and to try to please everyone. She worked with her coach to analyse where her time was being spent – and with whom, through relationship mapping. This helped her resolve the conflicting demands and reduced much of the ‘firefighting’. But something was still missing: there was no quality time to think strategically and reflect on everything that was going on. So, Sarah tried booking herself out on specific home-working days. This worked well – so well, that she was able to abandon the home days after a couple of months. She was so much more in control that she was able to find time within the normal working day to do her strategic thinking and reflect on what she was learning. In Sarah’s words, “I’m in charge of my own development now – and my destiny!”

Edward’s situation was quite similar to Sarah’s: a bigger job in a very exacting operational environment with a steady flow of ‘crises’ to manage. His first reaction had been to block time out to do his strategic thinking and reflection. When he started work with his coach, it was clear that this tactic was really only a palliative and frequently got overtaken by events. The heart of the issue for him was delegation: not having a competent enough team to delegate to fully. He had to second guess them too much. His personality profile was one that valued harmony and avoided tough discussions. Supported by his coach, he rehearsed the tough discussions he needed to have with each of his direct reports. All but one of them stepped up their performance; he was able to move this individual to another, more suitable role and promote from within. Edward’s team is now performing so well that he has adequate time and space to think about the global issues for his function – and, all within his normal working day.

