

# KEARY HARPER

## Insight Three:

Deciding what to change (rethink, re-engineer, refine, re-invent) and what to retain and build on (strengths)

*Sometimes you need to be cautious about 360-degree and other feedback before rushing into changes. Sometimes, you simply need to amplify or re-channel your strengths. Here are a couple of examples:*



Anna has great analytical ability and is recognised as a searching questioner who gets to the heart of complex business issues. She was recruited from consultancy specifically for these strengths. In the new organization she sometimes intimidated colleagues who are unused to such a rigorous approach. She worked with her coach to adopt a more 'user-friendly' style: building rapport; using more open questions; revealing her own feelings. As a result, she is gaining more from her working relationships without losing the analytical rigour.

Jane is a change expert with extensive experience of organizational transformation. She has particular skills in helping people 'think the unthinkable' and find new solutions to old issues. However, her personality preferences were definitely about the big picture, possibilities, and the future. In the coaching, she has worked hard to recognize and value the histories and legacies that people bring into the change equation. In effect, she re-balanced her strengths. And, she translated her ideas into the language and detail that they typically use.

