

KEARY HARPER

Insight Two:

How does my change benefit the organization?

If the organization is paying the bill for the coaching, then this has to be a valid question! Taking on a bigger role or leading a new team are some good examples:



Steve was a seasoned operator, used to responding to crises. In his new role, the biggest change Steve had to make was being ruthless with his time. This meant delegating more effectively and thinking carefully about not only *how* he spent his time – but *with whom*. We use relationship mapping to prioritise this. It enabled him to be more strategic and to help shape the direction of the business. And he freed up time to build strong relationships with key external stakeholders to negotiate through complex regulatory constraints affecting the company.

John had a high level of expertise in his field and that is what helped get him promoted. But his new role prompted a complete re-think of how he added value to the business. With his coach, he redefined his role. Instead of being the 'expert', his job was now to require and support the highest levels of performance in his direct reports, having the 'difficult' conversations, and managing relationships across and outside the company. For John, this was a step change; for the organization it was all about getting greater leverage from a senior executive.

