

CASE STUDY #3

THE “COMPANY OF ME” RAINMAKER



THE SITUATION

Whether it's putting numbers on the board or delivering results, he gets the job done. His team loves him because he fights for them, but the people who support him and his team see him as a self-important bully, insensitive to anyone's needs but his own. He's blunt, direct, abrasive, moody and volatile. He's self-aware of his faults but fails to see the need for change. Leaders are reluctant to hold him accountable for unhealthy behavior for fear of affecting his production, but his behavior causes high turnover in support, recruiting and training costs are high, and the experience curve in support is always challenged.

THE CHALLENGES

- In the spirit of a problem that is well-defined is half-solved, the first step is to clarify and illustrate the cultural impact and operational costs that dilute the revenue he and his team produces.
- Leaders are always on-stage. Unhealthy behavior, no matter the revenue, has a far-reaching effect on the next-generation leaders he's managing, and the other managers and leaders who see a lack of accountability for a standard they try to achieve.

STRATEGIC RESPONSE

- Assess his leadership potential, personal drivers and motivation, behavioral derailleurs and triggers.
- Reconcile his perception with reality with a 360 survey of all constituents.
- Put all elements into context, create a personal development plan, coach actively until he achieves unconscious competence in healthy behavior.

RESULT

Improved communications in every direction

With communications and interpersonal skills training, he will communicate more regularly and clearly with his leader, his team and the people who support them.

Better interpersonal sensitivity, trust and teamwork

It didn't come quickly or easily, but he will model how to be more interpersonally sensitive to support teams. He listens and empathizes more actively, and is more openly affirming and appreciative. His team is eager to do the same. Sensitivity, respect and appreciation flows in all directions.

Improved performance results

Being more sensitive to others in the process of doing the business does not have a dilutive effect on getting the business done. Retention improves, support functions are more eager to help, and the team has a greater sense that everyone crosses the finish line together.

CONCLUSION

Whether leading himself or others, a leader can produce more with humility, human-kindness and teamwork than with selfish ambition or vain conceit.

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