



CASE STUDY #5

THE “DON’T TRY TO CHANGE ME” LEADER

THE SITUATION

He’s been there, done that, and at times, done it well. He’s firmly grounded in the way he’s always done things, and proud of his accomplishments. He sees little need to change, even though he recognizes that the world is changing. But rather than adapt to changes in technology, talent management, and new ways to get things done, it seems he believes the world will come around to the way things used to work...for him. His team has hoped he’ll come around to the new order, but he’s not. Good, talented people are leaving, and the people who are left are at risk.

THE CHALLENGES

- Having been the smartest person in the room is a good thing only if you’re not determined to keep it that way.
- Rigid and dictatorial management styles of the past have evolved to agile and flexible, cooperative team exercises that are led by someone (with humility) who has the courage to play to other’s strengths for the good of the company.

STRATEGIC RESPONSE

- A full set of assessments ensures the conversation is based on facts, not popular opinion.
- A 360 survey determines what unhealthy behaviors play out in the marketplace. Putting it all in context with a professional coach is critical.
- Coach to his strengths, leveraging his proven accomplishments, experience and reputation.
- Address weaknesses, blind spots and behavioral derailleurs that limit the team’s peak performance and view of the future.

RESULT

Coaching up, to the side, or out is up to the individual.

Cases vary, and the results always depend on the leader being coached. Those who recognize and embrace needed change gain the respect of their team and peers. The awakened leader learns from his team, they learn more from him, and the result is a more vibrant, optimistic, and productive work environment.

But sometimes, the facts make it easier for someone to move on with dignity and grace. The world will continue to change, no matter how hard you cling to the past. Some get it. Some don’t. But armed with the facts, the company and the individual can make better, more informed choices. And by making it facts-based, the company makes a statement to the entire organization.

CONCLUSION

Self-awareness without action on that of which you are self-aware is harmful well beyond the individual leader. Adapting to a changing world and being the strategic thought leader to get ahead of change, is an executive responsibility, no matter what worked for you in the past. Is it time to allow others to lead, or at least, to listen and trust more and collaborate with the team more often?

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