

# Fintech Client: *An under-performing leader*



*In our assessments, we:*

## **Discover** →

Cultivating authenticity and openness within leaders is a key dynamic to our leadership coaching work, as both are critical elements in fostering strong and honest relationships. However, there are often a range of reasons why exploring any difficulties in relationship forming might prove challenging for a coachee, so we believe that identifying and bringing attention to these barriers right at the start of the coaching relationship will hugely expediate the coachee's further development. When we received a call from one of our clients outlining these challenges within a member of their leadership team, instead of jumping straight into the coaching assignment we proposed a deeper assessment of the coachee's leadership proficiencies, in order for us to better understand the root causes of any barriers to their forming of strong relationships. The assessment process we initiated included psychometrics, 360 feedback and an in-depth interview with the coachee to really understand their inner traits and core motivations.

## **Define** →

The patterns emerging from our assessment showed that our leader – let's call him Remi – while brilliant at logic, task orientation, and independent thinking, had a very low level of trust in others and found it difficult to understand others' emotional needs, running the risk of him constantly playing devil's advocate and favouring logic over empathy to effectively argue others 'off the table'. Remi's management of his own team (who interestingly exhibited a similarly high use of logic) was well defined, but working with others on the SLT or those who operated in a different way to him was very strained and he risked alienating himself entirely. Through our in-depth interview, Remi's backstory was revealed and we came to understand Remi the child, the young adult and how he had become the person he was today. We were then able to draw parallels in his current behaviours with those from his past, allowing him to recognise reverberant patterns in his behaviour. The results of Remi's psychometrics and 360s also allowed us to use data to highlight how he consistently favoured the use of logic over empathy, in turn opening up the discussion around the benefits to him of developing greater flexibility in his approach..

## **Deliver**

Remi is one of the most developmental leaders we've had the pleasure to coach. He was thirsty for knowledge on leadership and he recognised that the self-awareness he had gained from the process was like no other feedback he'd received before. Remi's ingrained view on leadership had been one of authoritarian strength, rather than recognising the benefits of authenticity, flexibility and playing to others' strengths. Furthermore, Remi asked us to psychometrically-profile his team so he could better understand their similarities and differences to his own, with a view to maximizing their strengths. Significantly, Remi also asked us to facilitate a two-way discussion with another SLT member who he struggled to see eye-to-eye with, so that he could better understand where areas of commonality could be found. While making emotional connections may not be something Remi would ever find natural, his humility and growth in self-awareness, reflection, and experimentation with flexibility allowed him to move forward and build stronger and more honest relationships with his peers on the SLT.

