

Case Study: CFO - Improving Management Skills

Company: Sound Telecom (Telecommunications Industry)

Focus: CFO – Improving Team Member Management Skills

The Challenge

Suzanne, a CFO that had managed teams for over 25 years in executive level financial and operational positions, had taken many courses to better understand how to develop her people. She was a great example of an effective leader. Suzanne embodied models like Servant Leadership and Appreciative Management in working with her team. She was highly respected by her CEO, peers and team members, but with certain individuals, the resistance was too high for Suzanne to coach them to achieve the behaviors that were critical for high performance.

“...sometimes I’m lost with certain employees, like our accountant Linda for example. When I give her feedback, she listens and says okay, but I’ve learned that her agreement isn’t worth much. Not a week goes by and she will go back to doing exactly what we discussed she would not do anymore. I really want to motivate her but if I’m honest, I have reached the point I no longer believe she will change no matter what I do.”

Linda’s accounting position required a high level of accuracy and attention to detail and her work often went directly to the CEO, yet she refused to focus on these critical issues. Linda resisted making the changes that would meet Suzanne’s expectations, and each time Suzanne asked Linda for anything, Linda shut down.

The Solution

A certified KCI consultant completed the Key Change Solution Assessment™ and identified the Key Strategies (highly effective emotional and cognitive response patterns) that would lead to the desired results for this position and meet the expectations of management. A certified consultant worked with Suzanne to guide Linda through the Extraordinary Mentoring™ process.

The Results

After working through KCI’s process and adopting the needed Key Strategies, Linda was able to feel comfortable with Suzanne’s expectations and meet the performance criteria Suzanne was hoping for. Her increased ability to follow up and produce high quality, accurate work resulted in her becoming the organizations “go to” person on many key issues.

“I now realize that a lot of Linda’s resistance was due to feeling she didn’t understand what I was asking her for. Over time our communication made her really frustrated and at some point I just couldn’t get through to her any more. This process taught both of us to communicate with each other; it helped me get Linda past that frustration so I could finally get her to listen to what I needed from her. She turned from my most frustrating employee to my top performer.”

Suzanne found the results so outstanding she utilized the KCI process with every member of her team.