

Case Study: Overcoming Defensiveness

Company: Suna Solutions, Inc.

Focus: Overcoming Defensiveness

The Challenge

Candice is a senior recruiting manager in a large outsourcing company. For the five years Candice has worked with Tom, one of the recruiters on her team, she has struggled with how to address his performance. He was too quick to jump to conclusions and didn't think things through before acting. *"Overall Tom is a very intelligent individual. The best way I can explain my challenge with Tom is that he seems defensive and invested in manipulating the conversation away from taking responsibility."*

"Last week for example, Tom was asked to recruit for a certain position. When he was unsuccessful providing candidates the employer liked, he complained about the employer, and portrayed the issue to be the employer's fault." Candice believed Tom needed to take more time to thoroughly learn about candidates and make sure it was a better fit for clients. His "recruit-to-interview rate" was low and clients were dissatisfied with his service. Whenever Candace tried to approach Tom about these issues, he got defensive and accusatory, avoiding taking any responsibility. Tom's response made it difficult for Candice to see how she could improve Tom's performance. She had tried various coaching methods and training classes over the years and felt it might be time to terminate Tom.

The Solution

The KCI consultant implemented the Key Change Solution Assessment™ to identify the Key Strategy (highly effective emotional and cognitive response pattern) needed for Tom to meet the expectations required to keep his job. With the consultant's guidance, Candace utilized the Extraordinary Mentoring™ process with Tom.

The Results

After applying the Five Stage Acquisition System™ Tom acquired more effective ways to see and engage reality, and he no longer needed his defensive, accusatory responses. His ability to listen and respond to his client's needs improved dramatically. Candace described the change as a "significant transformation" and Tom became a top employee.

"Tom's defensiveness was replaced with an ability to comfortably receive feedback and he quickly improved his performances and his recruit-to-interview rate. As long as I tried to talk to Tom's common sense and guide him to desired results through trust and respect, I couldn't make any progress. This has really been an amazing experience for me as a manager, allowing me to learn how to support the performances of my team."