

## Case Study: Improving CFO Management Effectiveness

**Company: Biotech Industry**

**Focus: CFO – Improving Management Skills and Work Relationships**

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### The Challenge

The HR Director of a medium size Biotech corporation sought support for her company's CFO. She had received several requests from the CFO's team to be transferred to other departments. While the CFO was more than willing to work toward improving his relationship with his team and had tried other interventions over the years, very little improvement had been made.

*"Mitchell is a great guy. His heart is in the right place, but he does not know how to get his team engaged. His team members often come to me with complaints about how impatient he is. He will often lose his temper and stop listening. He then regrets it but this has a negative impact on his team and with his interactions with the Board of Directors."*

### The Solution

A certified KCI consultant completed an in-depth diagnostic, which included interviews and the Key Change Solution Assessment™. This process identified the Key Strategies (highly effective emotional and cognitive response patterns) that Mitchell required to achieve his desired results.

Mitchell then worked with a certified KCI coach to integrate the new strategies in a lasting way. Our consultant guided Mitchell through the five steps the brain needs in order to unlearn old habits and response patterns and learn and practice the new strategies. This process was completed within five weeks.

### The Results

Mitchell and his team noticed several breakthroughs during the process. His team members no longer complained about him and turnover was eliminated. Everyone from Board Members to his secretary noted dramatic and noticeable changes – they found him to be more patient and that they felt for the first time that he was actually listening to them. This was particularly noteworthy because the engagement was confidential and unknown to co-workers and Board members.

*"The great thing about this process is that my change is on the 'I am' level, not a constant struggle to maintain a skill that just feels unnatural to me. The new ability I practiced hit deep inside me. The process never directed me to specific behaviors but somehow having this new ability made it obvious and easy to adopt new behaviors. The changes are not just in the office with my team or in meetings; I experience the impact of this transformation at home and even when I'm driving to work every day. This process really had a wide effect on me on and off the job."*