

## Case Study: Addressing Ineffective Leadership Skills in Technical Manager

**Company: Nike**

**Focus: Increasing People Management Competencies in Highly Skilled Technical Managers**

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### The Challenge

Like many engineering driven organizations, Nike often promoted highly skilled technical employees into management positions because they excelled in their area of expertise. Sometimes these employees struggled with managing people. The Director of Manufacturing Operations had serious concerns about the leadership skills of a key Engineering General Manager.

The GM's technical skills were superb and valuable, but the individual lacked effective leadership skills and team members and colleagues were disengaged and unwilling to work with this manager. An overly directive, militaristic approach inhibited team members from voicing their point of view and taking risks. In addition, there were cultural issues as the GM had moved to the US from Nike's Asian location. The organization had invested in leadership development training and coaching repeatedly with no positive results.

The Director's goals for this GM:

- *A shift in leadership style from primarily a directive approach to an adaptive or consultative approach.*
- *To build trust with co-workers by demonstrating compassion on work related issues*
- *Successfully "grow the bench" by encouraging and enabling independent decision making from direct reports.*

### The Solution

A certified KCI consultant completed a Diagnostic Interview and Solution Assessment™. The KCI process identified the Key Strategies (highly effective emotional and cognitive response pattern) that once acquired would enable the GM to change and sustain new behaviors and responses to others. It was clear that while cooperative, the GM had an extraordinarily high level of internal and subconscious resistance regarding the desired behavioral changes. KCI's unique neuroscience based methodology addressed the resistance based on what the brain needs for change to happen, enabling success when other interventions had failed.

### The Results

The Director of Manufacturing noted dramatic improvement in performance and the quality of interpersonal work relationships. Colleagues and direct reports went from avoiding this individual to weekly working lunches. The GM was able to broaden her point of view and was promoted into a new position.

"We have seen tremendous growth on all fronts of the G.M.'s leadership. The performance issues that made us reluctant to promote this individual before no longer exist. This speaks volumes about the size of the transformation. I will certainly use KCI again."