



One-on-One Consulting Cases

ceo looks for a vision and finds it

A forty-something CEO of a closely-held firm, Mark was dissatisfied with the platitudes of the corporate vision statement. He heard the words, but felt they didn't say what he wanted them to say. He felt the vision didn't rally both his own passions and those of his people as much as he wanted.

One-on-one consulting helped the CEO clarify his own ideas about the values and basis of his vision. Over a period of meetings, Mark began to assess both his own values and identify his view of his customers, his company, his management team, and his intuitions about the future. After many meetings, he removed the obstacles he had acquired through conditioning that limited his imagination of what his leadership could be. He has since reworked his vision for the company so that it is reduced to principles he not only believes but actualizes in his daily behavior. His respect in the company has grown. Using 21st-century tools, he has now positioned the company to pursue a strategy to become a place where people want to work.

vice president succeeds in bettering his image

Tom was delighted to be named Vice President. Everything was rosy, but a few months later a climate survey revealed that his people didn't quite see things as positively as he did. He knew he was misunderstood because he didn't view himself the way his people viewed him.

In the one-on-one consulting, Tom worked to accept the findings of the survey and other feedback he'd gotten as valuable information, rather than simply denying it as a misunderstanding. He began to view the information as valuable data about the inconsistency between *his* view of himself and *his people's* view of his behavior. As Tom examined these inconsistencies, he found many opportunities to make wiser choices that lead to new outcomes. He now relishes getting feedback to modify his perceptions because he views his subordinates as customers whose expectations he must not only satisfy but exceed. By the way, his climate surveys have improved. In fact, Tom now sends out his own mini-surveys to all his customers, peers, and departments.

effective communication makes executive vp feel

The executive VP of a large downtown bank had a manager who left interminably long voice mail messages. Not only were they difficult to listen to, but the executive VP rarely knew what the point was. The manager was sent to us to discuss this communication problem.

turning information into action



successful

During the assessment process, we discovered that the manager's intent was to be as thorough as possible and cover all the bases. It was not that he was a poor communicator, but a thorough communicator. After meeting with him for ten sessions, we helped the manager develop new strategies to plan his communications so that he quickly communicate key points that he wanted the executive VP to know. The result: the manager feels more successful; the executive VP feels he's getting the information he needs.

improved communication style makes manager approachable

A supervisor had been very successful managing the line of the manufacturing operation. He was promoted to manage a whole production department. Now, he had to interact with other departments within the company. He had to talk to purchasing, order entry, accounting, and inventory control. In meetings, his abrasive style irked everyone. In one-on-one meetings, his style made everybody feel he was condescending.

In our assessment with this manager, we discovered he thought that with the new job he needed to be evermore authoritative in what he had to say. After twenty sessions of coaching, he now is able to have a more collegial approach to working with other departments. The surveys he created and used to measure his interaction with others indicate a steadily improving cooperation with other departments.

removing cultural barriers improves promotability

Carlos, a supervisor in a financial institution, was interested in improving his verbal communication skills. He wanted to become more promotable by improving his pronunciation of English.

During his coaching sessions, we discussed cultural and language differences between the Mexican and North American cultures and decided to concentrate our sessions on pronunciation of words, and verbal communication. Through repetition and role-playing, the client has improved his pronunciation and feels an overall sense of confidence, which has permeated his work and sense of self-worth.

positive behavior increases productivity

Dinesh began attending coaching sessions to make changes in his management style. His subordinates felt he was too demanding and hard to work with. After meeting with Dinesh, we decided to focus our efforts on management coaching and listening skills.

Born and raised in another culture, Dinesh has traditionally been expected to be strict and to deal with problems in an aggressive management style. We concentrated on exploring the differences between the management styles of his country and the American corporate culture, in order to identify the differences he may be adjusting to.

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Since beginning our work, there has been a noticeable change in Dinesh's management style. Dinesh feels positive about the changes he is making and has seen increased productivity in his department as a result.

**organized writing
saves time**

Jane worked very hard to learn the procedures for processing the insurance forms. She not only successfully processed them with less and less error, but she also figured out significant efficiencies that allowed her to process more and more. The section manager rewarded Jane by promoting her to department head. Jane was suddenly overwhelmed with demands for memos, performance appraisals, and correspondence. Her writing skills were not that good and she had no idea how to keep up with the demand.

Our assessment process revealed that Jane's writing skills were limited. Furthermore, her reading skills also needed to be improved. Our one-on-one coaching in both reading and writing helped Jane write her performance appraisals more effectively. By consulting with Jane to identify the work she did, our consultant and Jane were able to pinpoint multiple opportunities for using form letters and memos to get what she needed done. After developing these, Jane found that she could spend more time on the few pieces of writing that could not be put into form letters, and as a result could produce better quality work faster.

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