

Coaching/Organizational Development Case Study

Overcoming Negativity and Stress

THE BACKGROUND

- Leading provider of water and wastewater treatment solutions, offering a broad portfolio of products, services and expertise to support industrial, municipal and recreational customers.
- Executive Director

THE CHALLENGE

- The coachee is deemed competent in his role and described as “he gets the job done”, however, the WAY he approaches his leadership role and interactions is problematic: He is perceived as negative, doesn’t manage stress and emotional control well (wears frustration on his sleeve). Thus, he has alienated teammates (primarily peers), they avoid him when possible.

THE OBJECTIVE

- Improve relationships with key functional leaders (reduce complaints about his demeanor, leadership)
- Build collaborative spirit
- Manage emotions; reduce frustration; reduce stress

THE SOLUTION

- Based on 360 feedback, developed coaching focusing on:
 - Reducing factors, i.e. overwhelm, hanging on to work that could be delegated, etc. that contribute to stress and negative emotions.
 - Increasing active listening; start understanding and interacting with other functions; cultivate healthier relationships and trust with peers.
 - Increasing steps to manage stress particularly during COVID

THE OUTCOME

- Increased delegation, reduced work not belonging on his plate from 40% to 20%.
- Increased proactive and positive outreach/relationship-building with functional leads
- Increased collaboration