

Learning How to Influence Without formal Authority

THE BACKGROUND

- **The organization:** Global Pharmaceutical Company
- **The coachee:** Head of Strategic Academic Alliances

THE CHALLENGE

- The client was interested in improving her influencing skills and her ability to manage up.
- Presenting issues included the need to learn how to manage a challenging employee. At the time of starting this assignment, the coachee expressed a desire to be *seen* as competent by those above her in the organization.

THE OBJECTIVE

- Radically improve key strategic relationships and be seen as competent.
- Improve her ability to listen to other people's point of view, with an open mind, before giving her opinion.
- Develop a personal/professional strategic plan to achieve her goals of increasing her ability to influence and manage up.

THE SOLUTION

- Individual interviews of supervisor, peers and direct reports.
- A thorough debriefing of the results of the survey and interviews with the client and her manager.
- A plan for the coachee to change the perception of her stakeholders, with regards to how others view her in terms of feeling heard. The coachee executed on the plan with guidance from the coach.

THE OUTCOME

- Team members are taking notice and are feeling heard.
- Increased trust and collaboration among team members, peers, and those above her in the organization.
- Greater appreciation for the leadership behaviors necessary for leading a collaborative team.
- Coachee reports feeling much more confident and feeling more fulfilled.
- Her boss, in particular, is noticing her improvements as a leader and as a result, he will be assigning her to a high profile task force.