

STRENGTHENING INFLUENCE IN LEADERSHIP TEAM

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Senior delivery leader in large interactive marketing consulting firm...

- Responsible for managing delivery of all consulting projects in a geographic area
- Worked closely with sales leadership on estimating/scoping work
- Responsible for ensuring staffing to all projects

Facing leadership challenges...

- Delivery and sales leadership driven by conflicting incentives, with frequent conflicts
- In these conflicts, delivery leader often perceived as a “roadblock”
- Ineffective at influencing sales leadership on his viewpoint
- Lack of resolution to his valid concerns created problems with staffing plans, estimates, and other delivery issues

Initial goals to influence sales leadership, focus on strategic issues, and manage own frustration effectively...

- Influence sales leadership to make client agreements more explicit, involve delivery teams before making commitments to client
- Develop reports' capability to manage execution, so he can focus on strategic issues
- Better manage own frustration by seeing it as data about issues that need to be addressed
- Improve work-life balance through delegation and coaching

Insight into leadership style and impact

- Collect intensive feedback on leader's strengths, weaknesses, and style
- Test feedback against leader's intended effect
- Create concrete development plan

Agree goals and observable outcomes

- Stronger alignment and improved relationships in leadership team
- Increased influence on decisions
 - Effectively resolving conflicts with sales leaders
- Direct reports operating at higher level as leaders and coaches
 - Get own interests met and use "coachable moments"
- Improved life balance, more time for personal life priorities

Identify key behaviors to develop

- Collaborative conflict management and influence
- Develop and utilize team – allowing leader to focus on strategic issues and relationships
- Manage self – recognize triggers for "overwork loop" and break the cycle

Share insights and development plans with key stakeholders

- Negotiate new mutual expectations

Engage in coaching conversations focused on relevant, timely work situations

- Plan how to apply new behaviors to situations, and debrief after action taken
- Surface internal barriers to change, test assumptions that block desired behaviors

RESULTS

Promoted to larger role focused specifically on developing delivery leaders' ability to influence effectively (perceived weakness became a strength).

Shifted perceptions of leadership team colleagues to "effective leader."

Reduced feelings of frustration, increased feeling of empowerment and choice.

Reduced time parachuting into "fixes," increased others' ability to resolve issues.

Improved quality of personal life, more protected time to focus on relationships and hobbies.