



STEPHEN
MCGHEE
LEADERSHIP

results

Like a Tornado in a Trailer Park

Major Software Company

THE SITUATION

A senior executive at a well known major software company was attaining profound results, yet he was “going through people like a tornado in a trailer park”. The executive was angry and resentful. He was completing high-level quality projects on time, however the cost in re-hiring people was staggering. The benefits he was providing were eroded by the casualty rate he was leaving in his wake.

THE PROCESS

Stephen McGhee was hired by the CFO on a full year individual coaching contract. Stephen: “Our first conversation was fierce, as you might expect. I pointed out to the guy that his leadership was steeped in control and ego-related fits of anger. He did not like hearing it—though I believe some part of him already knew it. Despite his initial resistance I was able to build rapport and begin to gain his trust. By the end of the session he admitted that he was looking forward to our next session.”

THE RESULT

Over time, our executive began to see that he could not continue to lead in this way. It was not only hurting the company he loved so much, it was impacting his personal life. He was stressed beyond belief, and his personal life took on the same hard edge as his business life. As the sessions progressed the executive became more honest with his evaluation of what he was doing that was working and what was not—and the staggering human, financial and personal cost of doing things the way he had always been doing them.

As he expanded his awareness, this key executive began delegating more and trusting that though people don't always do things in the same way that he would, they did however, get the results he wanted. More importantly, he began to trust himself. Excellent results on projects continued, while the culture of the team shifted from low morale, to one of collaboration and respect. Attrition subsided and retention on the team increased from a low 52% to 100% for a full year period. Six months after the coaching contract had ended, this senior executive was promoted to a position in the company that had an indirect impact of leading over 2000 people. To this day, he continues to thrive and build on what he gained from his coaching.

Document Reference: Results/PDF5