Kerstin's "Learning Case" - Hanna

Leadership Practice

Client's First Name: Hanna	
Name for This Practice: Develop into a catalyst leadership – collaboration starter	
Current Behavior	**Desired Behavior**
Bring a hypothesis for the partner to respond to. Old habit from years of consulting where you needed to reach speedy decisions	Bring a starting point to fuse a dialogue. will feel like an invite for co-creation and not just providing feedback on ideas. Open up for improved ideation by not guiding the discussion
Current Mindset	**Desired Mindset**
Onboarding co-creator(s) into my own win-win analysis I have already the answer and want buy in	It's possible that we jointly want to go after the value on the table Curious what the answer could be if we co-create with our different perspectives

Primary Action Arena: Pivotal conversations
Type of Agility: Stakeholder agility
Shift in Agility Level: from Achiever to Catalyst
Capacities to Develop: Stakeholder understanding To understand more of the other persons situation, what's actually going on for the other person – what are their needs, motivations etc. and what hinders them from creating solutions together? **Power style –** balance inquiry and advocacy, a step for her would be to be more assertive
Level of Reflective Action to Develop: **Awareness:** Reflection in the moment, awareness of human systems. She reflects on herself in the moment but is self-critical. More focus on seeing, understanding, reflecting on what's going on here and now with others. **Intent:** To involve and co-create with stakeholders, open up for ideas and innovation. Create environments that are satisfying to work in and that foster sustained achievement by others

Relevant Background

Client's Role in the Organization: Domain leader within the tech department

Type of Organization (e.g., for or non-profit, industry): Retail

Motivation for Coaching:
She asked for coaching during Spring. She found herself reflecting a lot, getting a lot of insights and wanted help to make sense of her reflections and to grow as a leader and person. Very open and honest, growth mindset, reflective, smart fast thinker.

Context/situation: To provide you with helpful feedback what would it be helpful for us to know about the larger situation in which your client is working?

The company has taken on a new and challenging direction. The tech department is going through a transformation moving into more Agile ways of working with a strong focus on leadership culture. High demands from the rest of the company to deliver at the same time, as the tech department is in a messy situation in the middle of their transformation. The tech department has around 5000 employees.

Hanna took on her current role during Spring together with all the other leaders within the tech department when the new organization was formed. They all applied for their roles and were then able to – to some extent – chose their team. Hanna deliberately chose people who had not been working within this area before, since she wanted another type of mindset within the team. A more open, learning/exploring, collaborative approach than there had been before. She is forming her team, their assignment, approach and collaborating with stakeholders in the organization at the same time as she is developing her own leadership and contributing to forming the new tech department and the leadership team. Tech as a department has moved from being "the back office" at the bottom of the organizational hierarchy to be the core department in the forefront with a power position. This means that every leader within the tech department also leads a change in mindset in the surrounding organization.

Hanna's driving force is to make a difference together with people to co-create solutions together with all important stakeholders. Her area is vital for the company which brings her into situations where she facilitates needed dialogues between members in the CEO's team. It is probably needed if her team shall be successful in the long run, but it also slows down the start and the team – as well as herself – are very tired now and there is a feeling of standing still. She is now in a situation of self-doubt – being self-aware in a way that she is criticizing herself.

Challenge: What led you to use this "case" for receiving feedback? In helping this person develop their desired behavior and mindset for this practice, in what way do you feel challenged or unsure of the best way to proceed? Please be as specific as possible.

She tries to figure out what's going on between the people in the management team and label what is happening as for example "it is highly political", "they don't think it's fancy enough to be part of our team" etc. So, we talked about that maybe her conclusions don't help since it may be just her fantasy.

What is there to discover? What questions does she have to ask to understand more and be more effective? To understand more of what's actually going on for the stakeholders. I think it would be good to move her into being more focused on developing the human system (relationships, trying to understand what's going on for her stakeholder). Not sure what steps I shall take. She loves to reflect and think, to gain new insights, and she really opens up and is really smart. I'm afraid though that I fall into the pit of letting her stay in her strength – analyzing and reflecting…

In the dialogues with management team members she tends to be more accommodative - or rather, she thinks it all out on her own and then asks questions/listen for evidence that strengthen her view. She doesn't put pressure on them to "get their act together" but rather tries to facilitate and process the conversations to move them closer to a place where her team can start to act. I'm not sure if her strategy in working with the management team members reflects more of a catalyst leadership or if it's about her not balancing her power style – need some help here☺

Feedback: What kind of feedback would be of greatest value to you?

I would love to get some feedback on what questions or process I could use as a next step to really support her develop her cognitive and emotional capacities as well as her level of awareness and intent☺ Also to help me see how I can help her see if her strategy with the management team members is the most effective strategy.