

## Case Study: Senior leaders become accessible

**Client Situation:** A high performing lead team of experienced sought after subject matter experts were called critical, analytic and brutal in their interactions with their advisors and managers.

**Client Problem:** Lead team relationship were built on long-term working relationships and created an in and out group. Interactions were focused through the subject matter expert leader. These leaders acted as analysts rather than leaders. and utilising only 20% of their experience in leading.

**Solution:** Led a series of monthly workshops to rebuild relationships on shared experiences, identified triggers that shifted leaders from leading to being experts, and sourced options based on new group values. Implemented group participation methods for every agenda item. Leaders call one another to account when breaches of agreements occur. Coached leaders on being personable and purposeful in previously frustrating interactions.

**Client Benefits:** Dramatic reputation shift of lead team and individuals as leaders. Significantly increased trust of lead team by wider lead team, and leaders are now seen as personable, helpful and empowering. Meetings are streamlined with speedier lead team decision making, and stronger cross agency relationships and collaboration. **Next step:** These leaders have further work to do in stepping back from being the expert to coaching their leaders in how to function as experts.