

Executive Coaching Process

I'm concerned that my collaboration score is so low.

When a new client comes on board with Webbe Group, we perform a DISC profile to get an insight in how our client operates on a business level. This client is a very high D (Dominant) and C (Conscientious). When at work, his D means he is direct, result-oriented, firm and strong-willed. When working, his C means he is analytical, reserved, precise and systematic.

I asked how he prefers to problem solve situations at work. He freely said he is a "this is the problem; now let's fix it" kind of executive. He talked about problem solving within a group seems like a waste of time and prolongs getting the problem solved.

We are talking about team building. Without a doubt, urgent situations need to be handled quickly and decisively. However, to build a team around collaboration, find long-term strategic options and use the team. He feels like team collaboration is foo-foo. However, great collaboration and team building requires the executive to guide the discussion. When to move forward, when it is time to redirect, and when it is time to say "let's reflect and research this and meet again in three days" is at the executive's discretion. It is a skill that can be taught. Sometimes collaboration is messy and sometimes it is simple. There is a trick to a team meeting around problem solving.

The collaboration process can take a week, a month or several months. For this client, it will have to be quick because he is decisive. He wants the first meeting to achieve the results. However, collaboration means allowing everyone to problem solve. Once the ideas begin and the team sorts through what is best or should be tried (the off-the-wall ideas), a team can achieve what was previously believed to be unachievable. The executive also creates a team that is engaged, bought-in and willing to do anything for him/her.

Executive leadership requires us to reflect on who we are, what we believe in, how we operate, and have the willingness to grow and change. Many of us cannot do this alone. Academia and mentorship worked for me. What will work for you? How about 2-4 hours a month?