



KAY CANNON

CASE STUDY: INDIVIDUAL EXECUTIVE COACHING; MANUFACTURING SECTOR

(Executive of PR & Communications for a publicly-traded company)

The Challenge: Following a mandatory 360 evaluation process, this executive was shocked to learn that while valued highly by senior executives and employees, her peers made open-ended scathing comments and scored her catastrophically low in the process. This prompted her to ask for help for the first time in her career.

The Assignment: Working with Kay Cannon, this Type A executive began the journey to redefine herself, her definition of success, and her internal voice. Through a series of weekly, one-hour conference calls, Kay helped her to define her mission, repair some of her peer relationships, establish more work/life balance, and focus more on the path to success rather than just the achievements themselves. During the course of the coaching assignment, the executive realized that how she was showing up at work closely mirrored how she was showing up at home with her husband and son, and was creating collateral damage in both her workplace and her home. This executive also became aware of a desire to work in an office of her company that was located in another state closer to her extended family, but had been blocked from pursuing this dream by her own internal fears for the past three years.

The Result: During the course of this coaching assignment, the executive worked closely with Kay to improve her self-awareness, self-management and leadership skills. She also created a plan that would align her personal objectives around moving to the out-of-state office with the company's objectives. She presented the plan to supervisor and received company approval to transfer to the office closer to her extended family. Today, she works in that office close to her hometown, all while maintaining her existing title, current pay level, and her team.

Testimonial: In the executive's own words:

"Like many over achievers, I was promoted time and gain based on my results into management positions I was ill-equipped to handle. I valued those who worked and thought as I did and discounted those who did not fit my mold. To some I was an exceptional manager. To others, I was their worst nightmare.

Over time, it became clear that my relationships up and down the chain of command were strong but my peer relationships were suffering. My employees excelled. I

achieved high employee satisfaction ratings, there was no turnover on my team for more than two years and others in the department lobbied to join my group. But, my peers couldn't stand to be in the same room with me. And, frankly, I didn't much want to be in the same room with them, either.

Fears ran my life. Fear of failure. Fear of looking inadequate. Fear of appearing weak. Fear of trusting others. In fact, I trusted no one and tried to control everyone and everything. The more I operated this way, the more control I lost and the more blurred my vision became. Kay taught me to try living in a place of love and trust instead of one of fear and doubt.

Over time, I've learned that I can surrender the outcome of most everything and believe that, no matter what happens, I can handle it. I've learned that my peers are smart and a true resource even though I may disagree with them and that together, we can accomplish a great deal.

Kay has quickly become my trusted advisor. A person I can count on to shine the light in my eyes until I can see. She holds a mirror up in front of my face until I can clearly see the reflection as others see it, and to repeat to herself until I can hear and understand. But she does this without judgment and with compassion for the place I am at in the moment.

Yes, I'm still a work in progress, but I have had small successes, like this one and others, along the way that will fundamentally change the landscape of my life, professionally, personally, forever. Without question, I am a better person, have achieved more and am closer to being the woman I long to be as a result of working with Kay."