

Meg is an ardent believer in possibility and brings this attitude to the work she does with leaders and teams. Her work is focused on helping business leaders envision and transform how they lead to achieve impact with their organizations, associates and communities. Given today's business environment which is defined by increased complexity and uncertainty, Megan supports top leaders and teams in their quest to create thriving organizations and a fulfilling life and sense of purpose.

Megan prepares leaders to tackle new challenges and bring a new vision into being – a future state of themselves, their work, their organization. At the core of Megan's work is developmental coaching -- helping leaders identify, understand, and enhance the thought habits and behaviors needed to lead in today's complex and uncertain environment. With developmental coaching, the coach and client work together to understand the contributions and limits of the leader's current mode of leading and thinking in relationship to their business goals. Often, leaders find themselves stuck, where how they are leading is no longer working well enough for the current and future circumstances. This is an important recognition and invitation for a leader to pursue their own growth. Megan helps leaders reach new levels of clarity about the underlying thinking structures and values that guide their behavior to explore expanded and systemic ways of thinking that will enable them to generate the impact and results most desired.

### **Growing from trusted technical leader to strategic impact leader**

Nicole is a senior level leader of a technical area in a large financial services organization. She is highly regarded for her expertise, her integrity, hard work and level head. Executive management relies on her and believes that she could take on a larger more important new stream of work that will redefine the way business decisions and strategy are determined. Nicole and I began working together just as her expanded role was about to start. Early in our work together, we explored the vision she had for her new group, where she felt there were obstacles real and imagined. A challenge for Nicole was believing she is capable of shifting to lead at a strategic level versus her technical work that had up until now been her foundation. In fact, it felt risky to leave the safe territory of success for an unknown future. Dealing with this sense of risk and personal identity was an essential key to growth for Nicole. In our work together, we spent time understanding the assessments and thought structures that informed how Nicole shaped her thinking about what is possible and what is not possible for her. We uncovered that her identity was defined by being the "go to" for answers and this identity flowed through her life at work and in personal ways. To expand Nicole's sense of self, we used a series of exercises that allowed Nicole to understand how her thought habits built a story that this was the only role she could play. Nicole became grounded in the events and experiences that reinforced these habits. We then spent time finding and establishing new beliefs and patterns of thinking and acting that allowed her to acknowledge and strengthen other gifts Nicole possessed, and new cognitive and behavioral strategies to employ as she built a new mental model of a broader leader.

While Nicole was an accomplished professional and leader, standing up a new organization with a different focus would require her to think in ways that were new and unfamiliar perhaps even opposite of what she had always believed. This was both daunting and extremely uncomfortable to Nicole. Through self reflection, observation and discovery, Nicole was able to expose her beliefs and "up until now" ways of thinking and assess how those either fit or became blocks to the future she envisioned. A key moment for her was learning that much of her life's achievements came from being the "responsible" one, the person who would drop what she was doing to save the day and get the immediate task done. This "responsible" part of her kept Nicole operating a level below where she and her team needed her to be as the leader of a new and strategic function. Creating a shift for Nicole was achieved through our engagement resulting in a more empowering thought structure and leadership approach. Leading from this outlook, Nicole could operate at the more strategic and executive level providing the vision and facilitating her team's work. This growth was produced through finding the underlying thoughts that led Nicole to take action in "task responsible ways" and the beliefs that reinforced this as a good choice. We spent time designing exercises and engaging in dialog that assisted Nicole in getting closer to the data and stories that rewarded her smaller "task focused responsibility" from family origins to early work success. Getting up close and then "seeing what else is true" about her, about leadership success, and her purpose she could begin to shape new

ways of thinking about her success. Nicole tested, expanded and embedded those thoughts through gathering insights and perspectives from others, re-shaping thought habits, values and beliefs to paint a different picture of what it means to be a responsible leader. By redefining and envisioning leadership, instilling a sense of choice versus habitual reactions, Nicole could anchor her self into a new broader purpose. In parallel, we spent time building new capabilities that would support Nicole executing on this leadership purpose. Essential to her transformation was learning to notice the physical, mental and behavioral habits that would signal Nicole that the “task responsible” version of her leadership was being triggered. This raised awareness was pivotal to Nicole’s ability to shift her leadership. As she elevated her leadership, Nicole noticed her team taking initiative and increased responsibility which was essential to the organization’s success. This reinforced her transformation and we identified the measures and outputs of her new style of leading to sustain the change. She also created a shift in how she interacted with her key stakeholders that shifted her from doer to partner and facilitator of results. Part of this transformation came from expanding and shifting her perspective on fundamental beliefs and attitudes about herself and how to lead. Another part came from learning new ways of being, new ways of engaging and acting along with the mechanisms needed to sustain Nicole’s growth. This combination is powerful in helping leaders transform who they are in service of their vision, teams, and organizations.