



CASE STUDY

Leadership Challenges

Sometimes a closer look within reveals the answer.

Challenge

Our friend, Martin Turnau, is a communications and leadership consultant based in Kraków, Poland. He contacted STM on behalf of his local client with whom he had been working on leadership challenges. The client's four key managers did not have the respect of the team beneath them. Martin did training on communication and leadership but felt that STM's assessments would be useful to uncover deeper challenges. Having worked together on many similar projects since 2014, Martin is very familiar with the STM assessment process. Together, we decided to assess the business owner as his leadership style was possibly a contributing factor to the situation.

Discovery

What the assessment revealed about the business owner was that he was very effective, with perhaps one key area for improvement:

- Appreciates being in charge and leading a team
- Friendly and business motivated
- Not naturally inclined to be a teacher or mentor
- Highly receptive to coaching and personal growth as a leader
- *Needed to be more explicit with his expectations of others in order to improve his ability to engage with and lead his team*

Actions

- Martin reviewed the assessment report with his client who found it highly accurate, including the key area for improvement
- With Martin on the case, the business owner decided to cut ties with the most problematic manager
- The business owner also decided not to fill the position vacated by his problematic manager, but rather to take over most of his (failed) responsibilities himself to "right the ship"

Key Takeaways

- It's important for leaders to know their people and themselves
- Communication is KEY
- There are tools and resources to help you understand your people and yourself, and to facilitate better communication

- The above decisions, largely informed by STM's and Martin's counsel based on business owner's STM profile, resulted in him reconnecting with the managers in a more prescriptive manner
- Following those actions and additional recommendations from Martin, business owner also reconnected with the rest of his office staff through weekly on-line meetings and regular chats on a common communicator platform
- Martin translated STM's Interviewing Guide into Polish to help with future selection of new managers, who fit the culture (if you need the Polish version, let us know!)
- Martin also introduced STM's Start Stop Continue tool to his client to foster more effective regular conversations with his managers; and, yes, we have that in Polish as well thanks to Martin!

Results

- Team morale improved
- Company atmosphere improved
- On track to hire better-fit employees

Summary

"[The business owner] has really seen the light when it comes to his leadership style and it seems to me that he has reconnected with his employees, which has tremendously improved the atmosphere in the company ... I had a meeting with the management team last week and introduced them to the Interviewing Guide. I was quite amazed when I discovered that they generally make hiring decisions after only one interview... Hopefully, this will change now.

"I'm sending you the Guide and the Start-Stop-Continue form translated into Polish. ..."

"[The business owner] gave a very nice speech at the company Christmas dinner this week, which he ended by saying he wished for himself that all his employees feel pride and satisfaction from their work, have an opportunity to develop and grow and be happy... and his wish to the employees was for his wishes to come true. I thought that was very nice."

*With Gratitude,
Martin Turnau
TurnauGlobal*

This is another example of how a long-term relationship with a client pays dividends, and how STM assessments are effective tools to help not only with hiring, but also development and coaching. If you would like to learn new approaches to solve your people challenges, [get in touch.](#)



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