



I work with technically and intellectually brilliant entrepreneurs who are frustrated with leadership and people issues

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A 3 Step Program

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An Entrepreneur's Return To Leadership

The Founder & President of an engineering firm knew he had pain ... it wasn't heart attack pain, but it was chronic, significant and uncomfortable.

He is a technically, intellectually brilliant and successful. His firm had grown from 10 to 60 employees; he shared his equity in his firm in an effort to retain high potential team members; and, profits were healthy. Yet he was frustrated and unsatisfied because:

- His customers were starting to become unhappy.
- His firm was not performing to his expectations.
- His work was impacting his family and friendships.
- He was losing sleep.



He needed a trusted ear to talk to. We spent time over coffee talking through what was going on. After one of our sessions he admitted that he had the first good night's sleep in ages because he was getting this off his chest.

1. IDENTIFICATION

We knew there was a problem. To find out what was really going on I quantified what was happening by:

- Electronically surveying all employees and random staff were interviewed
- Personally interviewing all managers.
- Reviewing:
 - Organizational structure,
 - Division of labour,
 - Span of control and chain of command,
 - Levels of authority, responsibility, delegation and accountability.
 - Decision-making structures were reviewed for effectiveness.

2. DIAGNOSIS



We found that the change of ownership structure was poorly implemented and lacked the rigor and discipline required to hold leadership accountable. Employees felt unsafe and that something significant was lost during that change with the team's culture.

Each of the managers felt that the other managers felt entitled and were not pulling their weight.

The Founder self-identified himself as a *'people pleaser'* and His team felt that he wasn't leading ... in short the Firm had lost its culture of leadership.

3. TREATMENT



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If the current circumstances continued would almost guarantee business failure. There was goodwill and hope but they needed to re-establish a culture of leadership and do it soon.

I recommended that he must clarify leadership roles, hold managers accountable and established clear project tools.

I coach the Founder and his leadership team as they worked through the implementation of the recommendations and as they re-established their roles as leaders.



LEADING FROM THE FRONT

This is not uncommon for technically and intellectually brilliant entrepreneurs to have never learned how to lead people or to not have the patience to deal with people issues.

To his credit the Founder took responsibility to rebuild his firm's culture of leadership. But he needed a trusted 3rd party to advise, mentor and coach him to re-establish his leadership.



I was able to provide him with a time and budget bound intervention that articulated what was going on with his company and a path towards fixing it.

My intervention allowed him to give his people what they were begging for ... respectful leadership.

HOW ARE YOU SLEEPING?

You are a bright, smart entrepreneur and you are working hard for yourself, your family and your team members, but are you sleeping well?

Are you getting what you are looking for from your business experience?

Are you looking for someone to talk to about what is going on?

Contact Steve at 403.701.3752 or Steve@StevenArmstrong.ca for a no-commitment conversation.

About Steve

Author, speaker, coach & consultant *Steve Armstrong* works with technically and intellectually brilliant entrepreneurs who are frustrated with leadership and people issues.

Steve publishes on the topics of *leadership, dealing with people & HR issues* that get in the way professionals trying to achieve their goals and objectives at www.StevenArmstrong.ca

[Click here to get free PDF copy of Steve's book](#) ***You Can't Lead From Behind: What I learned in combat about leadership, people, and profit***