

## The Driven CEO

### Situation

- This Case Study centers on a man who was the founder and CEO of a diverse group of companies.
- He is an entrepreneur *par excellence* but was a driven man with significant concerns about his health, stamina, and indications of burnout.
- This was an individual who was paying an increasingly high price for his success.
- This CEO was spending less and less time at the office and was suffering with gastro-intestinal symptoms, chest pains, and signs of depression.
- In short, he was playing with fire and operating in an LTZ (a life-threatening zone).
- Some of the salient performance problems that the Coaching needed to address included a poor hit rate at selecting managers; a compulsive measuring of others against his own high level of IQ and abilities; inability to delegate; and extreme impatience with his team.

### Solution

- Because this was a driven man with a powerful personality and a good deal of obstinacy, the Coaching process had to

be hard-hitting (to get his attention) and delivered in such a way as to cut through all of his denial about what a danger he was to himself.

- LECG's Coaching methodology includes several dozen behavior change techniques that are expressly designed for such purposes. A whole host of them were used to enable this CEO to make the dramatic behavioral shifts required.
- As a result of all the information gathered from a comprehensive life history interview and from several specially designed assessment instruments, it was a relatively straightforward process to locate the "levers" needed to help this CEO break through all his denial and to take charge of his "self" in the same way he took charge of his conglomerate.

## **Results**

- This CEO made a whole array of changes, both large and small, in his day-to-day behavior.
- A significant aspect of his hyper-stressed situation was his extreme ambivalence about his conglomerate and whether he really wanted to remain at the helm. After going through the Coaching process, he decided to sell it. He sold it successfully and then acquired a totally different business that provided him with a new sense of mission and purpose, independence, and great challenges.
- The candidate in this Case Study is much happier now, more gratified by his life, and well beyond all the crises.