

High-Stakes Stakeholder Negotiation

Various

VALUE / SCOPE

Contract and relationship preservation

SITUATION

I hired a high-energy Line of Business leader, John, who was extremely aggressive in growing the business but struggled with delegating authority to peers, direct reports, and even coming to me for key decisions. This created challenges in team dynamics and organizational communication.

TASK

I needed to address a situation where John had misrepresented circumstances around one of his team members, Chris, being unable to present her program to the larger team. My goal was to correct this behavior, reinforce trust and honesty, and develop John's leadership capabilities without losing his valuable contributions to the organization.

ACTION

- When the discrepancy came to light, John claimed Chris couldn't present due to a personal emergency, but later I learned the timing was different—I had a direct conversation with John. I told him that honesty and transparent communication were non-negotiable and that his behavior was unacceptable.

- Recognizing John's value but also his developmental needs, I consulted with my EVP, who agreed John was an asset but could benefit from guidance. - I coordinated with Ellen, my leader, who connected us to a management behavioral consultant. - Over the next few months, I engaged with John and the consultant to implement a structured development plan. This included monthly meetings, clear accountability goals, and reinforcement of leadership principles like delegation, transparency, and peer collaboration.

RESULT

- John's behavior improved significantly. He began allowing his directs to make decisions independently and engaged more positively with his peers. - The trust within his team strengthened, communication became more transparent, and John continued to drive business growth while adopting stronger leadership practices. - The experience reinforced the importance of coaching high-potential leaders and implementing structured behavioral development programs for long-term success.

LEADERSHIP PRINCIPLES DEMONSTRATED

and Missed:

- Integrity & Accountability Addressed dishonesty directly and set clear expectations.
- Coaching & Development - Partnered with a consultant and EVP to create a development plan.
- Collaboration - Improved John's interactions with peers and directs.
- Strategic Thinking - Balanced organizational needs with individual

leader development.

- Delegation - Initially struggled but improved over time with coaching.
- Communication Transparency - lacked, improved over time with structured guidance.

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