

From Rising Star to Supernova

Leadership Level: Director

Transformation Need: Rapid Promotion Transition

"The process was excellent, challenging and sometimes uncomfortable! This allowed me the valuable space to dig deep, identify issues and come up with my own solutions and ideas. As a result I have settled into the Marketing Director role quickly and smoothly, have become a much more effective manager with a team who are really empowered, play a pivotal role in the Mancom team, and we have a stronger marketing plan - and results." EH, Marketing Director, L'Oréal

Introduction

With over 130 L'Oréal products sold every second, L'Oréal leads in a fierce market! To ensure it continues to soar above other companies, it enjoys an impressive approach to nurturing its own talent. L'Oréal is listed in the Times Top 100 Graduate Employers and goes out of its way to get the *best* rather than the *most* out of its people. This pays dividends, as rising stars are quickly identified.

Challenge

One recent rising star had been turning lots of heads. As he grew from success to success and a senior Leadership role beckoned, L'Oréal prepared to ease his transition by helping him improve his ability to lead new, bigger teams. But when a promotion to Marketing Director arrived even quicker than expected, L'Oréal needed to somehow fast-track his already excellent progress.

Solution

L'Oréal partnered with Genergy's Lisa Mitchell to quickly, fundamentally and energetically transform him.

1. Professional & flexible. Genergy, the new Director and his manager all agreed a plan, timeframe and objectives for the transformation to be delivered. How it was actually done is of course magic, but suffice to say he was worked with in the energy of the moment. And how things needed to be achieved was left free to adapt to the constantly evolving energy and needs of the rapidly growing new leader.
2. Brighter, Better. The new Director learned how to use his own personal energy to increase and sustain with ease his impact and gravitas across the organization. This involved choosing new, effective energist ways of influencing others, including colleagues in other countries. This rapidly made it easier for him to expand and refine his personal style of management, amplifying his leadership presence in his demanding new role.

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3. “Taking A Breath”. He coined this phrase for learning how to communicate better and flex his style by learning powerful new ways to ‘really listen in the moment’ and ‘create energetic space’ for conversations rather than just leaping in. This, combined with the new ways he learned to give colleagues feedback, led to increased Engagement from them and new - markedly more powerful - team performance. ‘Taking a breath’ also helped him secure vital leadership perspectives.
4. Combined Talent. At the Director’s request, his whole Management Communications team was further developed and inspired with Group energy transformation. *Insights@ Discovery* also identified team strengths and development areas, opened up more scope for communication and created new conditions for team success.

“E. has had a very strong year and I’m delighted with his development and results and that you could help him in this journey.” JS, General Manager, L’Oréal

This Rising Star now shines very bright indeed. So bright, that Genergy has been asked to work with another L’Oréal Director. Thanks for reading.

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