

### RESOLVING A FATAL FLAW

Have you ever hired a new executive who you thought was the right person for the job and later realized that they had one fatal flaw that prevented them from being effective? Have you identified a fatal flaw in an executive who has been in his or her position for years and done nothing about it? You are not alone.

Sometimes the shortcomings of a leader can seem insurmountable; these are what we call 'fatal flaws.' When ignored or left unresolved, a fatal flaw will continue to weigh on an organization, often resulting in great expense and the termination of the executive. Sinnott Executive Consulting specializes in initiating intensive, goal and deadline-oriented programs that aim to resolve the flaws or shortcomings of a leader before they become company-wide issues.

In order to resolve a fatal flaw in an executive, Sinnott Executive Consulting has devised a method of re-education and development. With us, your organization can avoid one of the most common unnecessary expenses: the termination of a talented executive, followed by the expensive and prolonged process of a search to replace that employee.

Very commonly, we see these obstacles as impenetrable, or we hope they will somehow lessen or go away. When they do not just go away, we often elect to terminate. In many cases, however, the flaws can be addressed without getting rid of the individual. Before you act, consider enlisting the help of Sinnott Executive Consulting. Our consultants will focus intensely on the problem for a period of three to six months, while we make every effort to eliminate the problem by retraining the habits of the individual.

Reconditioning a fatal flaw can happen in a variety of ways, depending on the issues at hand. Sinnott will help identify the core cause of the flaw and develop a plan to conquer it. Once the individual has committed to fix the fatal flaw, we will engage in open and honest conversations and educational efforts aimed to empower the executive with the skills to overcome flaws.

**REMEMBER-** *firing someone is not always the best solution. Before making a decision that could cost your organization money, time, and an employee who may still provide other positive assets, consider the benefits of resolving a Fatal Flaw. With the help of Sinnott Executive Consulting, you may find that a valuable current team member is able to change and bring additional value to your company.*

### **CASE STUDY IN RESOLVING A FATAL FLAW:**

#### ***CFO Gets “New Attitude”***

Jim was an outstanding CFO who successfully led his organization through a variety of challenging situations. His stellar technical skills and attention to detail were without compare, and had garnered great recognition both inside and outside the organization.

Despite his valuable contributions, the Board and CEO, Stanley W., had received numerous complaints from employees concerning Jim’s weak interpersonal skills. They had lost valuable team members who had been unwilling or unable to work with Jim, and decided that Jim’s behavior needed to be addressed.

Sinnott Executive Consulting was chosen to work with Jim in a confidential engagement. Sinnott’s 30-year executive experience made him an ideal choice to work one-on-one with Jim.

Over a six-month period, Dan Sinnott met regularly with Jim to improve his performance through the development of his interpersonal skills. By identifying and addressing specific areas of weakness, Sinnott helped Jim understand the negative perceptions of his co-workers and successfully develop strategies to enhance his interactions in the workplace.



After the annual meeting, the Board informed Sinnott Executive Consulting that Jim had made significant improvements. An employee survey showed that perceptions of Jim’s leadership ability have improved. CEO Stanley W. says, “Jim is a valuable member of our team, but he was in jeopardy of being terminated if he didn’t make some serious efforts to change. Thankfully, Dan Sinnott gave him the support he needed and he is still improving to date.”

*For more information contact Dan Sinnott at Sinnott Executive Consulting today.*