

Coaching



Case Study

Coaching Case Study

This case study of our approach to coaching is based on working with a CEO and his team in a FTSE 250 size business - the steps in the process were:

Defining the coaching agenda

- Key business issues (falling sales, margin pressure, major cost issues, team not delivering or working well, etc.) were established
- Through team building and individual assessment processes, what was good about the team in terms of their current leadership behaviours was identified along with where their gaps were
- The link was made between the assessment and the behaviours required to deliver the business plan and thereby the key areas for the CEO and his team were identified - individually and collectively - to focus the coaching programme; this became the coaching agenda

Coaching process

With the agenda agreed for both the CEO and his team:

- Using feedback from the assessment process and 360/Leadership Style data, individual development plans addressing the 'gaps' were drawn up
- In this plan, various tasks to practice in real life situations were agreed in order to deliver different, more appropriate behaviour

- Different behaviour delivery was defined and practiced with the coach before going 'live'
- Where appropriate, the coach attended some of these live events as an observer to provide feedback and additional coaching input

Measuring outcomes

- During and at the end of the coaching programme, key outputs and KPI's were measured to track improvements as appropriate

Outcomes for case study example

For the specific company in this case study the outcomes were:

- The Executive team and CEO had a far clearer view of differences in style between team members
- The team agreed specific actions at team and individual level to address the behavioural gaps - in particular those changes required to deliver the business targets and objectives
- The business and team began and continued to deliver on/above plan





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