

Coaching Case Study



Executive Summary

A three month coaching assignment with a public sector senior leader, following completion of the [online learning programme](#) on coaching skills.

Andrea Goodridge was the identified coach for the assignment.



Challenges

The senior leader shared their feelings of being restricted in terms of their options and ability to act within the organisation, and feeling lost regarding their future plans. They felt tired, incompetent, and frustrated with the team's inappropriate behaviour.

Their objectives were to:

- Regain confidence in ability to lead the organisation
- Improve confidence in ability to manage people and conflict
- Face up to and deal with issues that they are currently hiding from
- Be strong enough to share thoughts and feelings with wider team



How coaching helped

The initial coaching session created space for the leader to share their 'here and now', before exploring their 'future', reflecting on the expectations for leadership effectiveness. This helped the leader better understand their strengths and the impact of their behaviour on themselves and on others.

The coaching facilitated a process of self-reflection and the leader willingly put themselves in the spotlight of analysis, but more importantly was prepared to make changes. They had a perceived difficult conversation with a member of their leadership team, which addressed unhealthy behaviours and resulted in a move towards a re-developed relationship.

Open discussions featured quite heavily in their changed behaviour and led to spending more time on positives, saying thank you and showing gratitude through being more vocal with their thoughts and feelings.

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Results

- Increased self-awareness and improved confidence
- More open discussions with clear purpose of conversation
- Increased empowerment within the team to take ownership and resolve issues
- Introduced solution-focused working, and addressed issues within their control
- Improved team contributions and 'positive' team culture
- Improved clarity on personal values, strengths, purpose and career development goals