

Coaching Case Study



Executive Summary

A six month coaching assignment, following an organisational diagnosis. Executive team meeting observations and leadership workshops also ran in parallel. The public sector senior leader was selected to be coached with their Chief Executive as sponsor.

Andrea Goodridge was the identified coach for the assignment.



Challenges

The senior leader shared their impatience and intolerance of their colleagues, with a lack of ideas being shared, a lack of debate, and a slow pace in making things happen. Personally, this was resulting in a lack of opportunities to utilise their knowledge and skills.

Their objectives were to:

- Reflect and develop their leadership style and personal leadership approach
- Discover, utilise and develop their individual natural talents and strengths
- Raise self-awareness and explore their personal reputation and future aspirations



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. Through asking powerful questions to encourage self-reflection, the leader concentrated on how they could look for opportunities to utilise their strengths and add value to their leadership role, team and organisation.

As the coaching was part of a wider programme, the leader took on board feedback from observed team meetings and workshops, which led to them evaluating their practice, including their behaviour, perceptions, motivation and interactions with others. The reflection also led to an acknowledgement regarding the other team members' slower thinking pace, resulting in encouraging others to contribute in meetings, and richer debates.

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Finally, the leader focused on exploring their personal reputation and future aspirations, with a celebration of their personal skills, experience and achievements; the creation of a new CV; and assessment of external networks to enhance their external profile.



Results

- Increased self-awareness and understanding of strengths
- Increased insight into other team members
- Updated CV
- Increased external presence – spoke at breakfast seminars
- Better 'top team' cohesiveness and team working
- Improved team productivity and team contributions
- Increased morale and a more 'positive' team culture



Quote

"I would like to personally thank you for your support and let you know how helpful I have found the coaching sessions. They helped me take some time out, clarify my strengths, consider my future aspirations and begin to prepare for the changes ahead."