

## **THE CHALLENGE: ACHIEVING BEHAVIOR CHANGE THROUGH COACHING**

- A leadership team needed to achieve more with the resources they had. For greater effectiveness the team needed to share and coordinate their leadership. Instead, team members spent their time individually reacting to crises and giving conflicting guidance.
- The team was “good enough” to be sufficient but wasn’t adapting and learning to meet new and unexpected challenges.
- Classroom-format development fell short. Leadership could recite the right answers but failed to apply personal insight and adapt classroom content to work challenges.
- A staff survey assessed leaders as inconsistent, weak, and playing favorites. Turnover was high.

## **THE TECHNIQUE: GROUP COACHING PROCESS**

- Develop a data baseline for each team member using psychometric instruments, reflecting individual preferences and strengths.
- Drive individual development through the data baseline, personal insight, skills acquisition, skills practice, reflection, and repetition.
- Build a development cohort across the team, with group improvement goals.
- Work across the intact team, coaching both individually and as a group:
  - Determine strengths and gaps of the team.
  - Decide how to maximize individuals’ strengths.
  - Conduct individual as well as group coaching sessions.
  - Use group coaching sessions to facilitate solutions for day-to-day challenges and monitor individual development and growth.

## **THE INTERVENTION**

- Conducted assessments and individual coaching kickoff with all team members.
- Held group kickoff session based on individual coaching report results. Discussed team composition, strengths, and areas of growth. Every 4 weeks conducted skills tune-up with individualized topics suited to current workplace needs.
- Conducted weekly individualized coaching sessions with the team members to target unique areas of growth and skills.
- Shadowed or facilitated team in weekly group meeting to monitor skills application.
- Held team to its goals through repetition, humor, reflection, and skills growth, which was key to results.

## **THE RESULTS**

- Staff turnover reduced and continuity of leadership skills was established.
- Rework reduced by communicating better with each other and understanding the team dynamics better.
- Individual members of the team gained better understanding of their unique value:
  - One gave up staff management duties to focus better on her strengths, increasing the team’s capacity by doing things smarter:
  - Each developed new, specific technical skills, applied them to work challenges, and saw better results: and
  - Each member came to trust and rely more on the rest of the team reducing the dynamic of crisis-reaction.