

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: COACHING PROCESS

- Drive individual development through a structured use of personal insight (though psychometric testing tools), skills acquisition, skills practice, reflection, and repetition.
- Apply this development commitment to achieving better and different results from repeated patterns of conflict or challenge.
- If possible, work across an 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 moderate the resolution of day-to-day challenges and measure individual development and growth.

THE INTERVENTION

- Conducted assessments and individual coaching kickoff with three members of the shared leadership team.
- Held group kickoff session based off of individual coaching report results: discussed team composition, strengths and areas of growth. Every 6-8 weeks conducted skills tune-up with individualized topics suited to current workplace challenges.
- Conducted weekly individualized coaching sessions with the team members to target unique areas of growth.
- Held executives to their change goals through repetition, humor, reflection, and skills growth, which was key to achieving results and change.

THE RESULTS

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