



## Introduction

This not-for-profit organisation had a self confessed ambitious senior manager, deputy to the chief executive, who had recently been promoted. With a strong track record for impressive business results he had a reputation for not suffering ‘fools gladly.’

In the recent organisation wide employee survey, it had been perceived that his leadership style (reported as command and control) was having a negative impact on his relationships, particularly with peers and team members. Under his stewardship the percentage of devalued employees was higher than other parts of the business.

To achieve the new strategic direction, the Board knew that strengthening the leadership competencies at the top would be critical for success; moving from command and control towards coach and enabler.

The challenge was to help coach this manager to become more ‘transformational’ and ‘emotionally intelligent’ in his leadership style. Additional objectives included improving cross functional effectiveness, both individually and as a team.

A coaching programme was developed over six face to face sessions with additional telephone support.

## Preparation

The programme began with a 30 minute phone call to discuss roles, responsibilities and preparation. This included some personal reflection work (“To be the leader I want to be, I have to work on....”). Gathering feedback on personal competencies from their line manager, peers and clients and completion of the Myers Briggs Type Indicator.

## Personal Action planning

A five step GROW model was used (first described by John Whitmore in his book, Coaching for Performance)

G = Goal To define and help the coachee determine and their specific goal to be achieved

R = Reality To arrive at realistic ‘picture’ of what is currently happening

O = Options To explore all the possible options for working on/solving the problem

W = Will/Way Forward  
To agree with the coachee how they will put their options into action



## Personal Action planning continued...

The emphasis here was on formulating action plans that directly aligned with the overarching SMART business goals.

In the coaching phase, the manager learnt about his strengths and weaknesses of his personality preference (Myers Briggs), his dominant communication style, as well as strategies for communicating effectively with others who have different styles. Daniel Goleman's model of Emotional Intelligence:

- Self Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills

were used to support a process for building and reviewing a leadership model, asking the question, "What do you want to role model everyday, and what is the future you want to create?"

## Putting learning into practice

He introduced 1-1s with all his team with a strong bias for a development agenda. He extended the use of Myers Briggs with other members of the team as a useful vehicle for building his team. He actively found opportunities for giving positive constructive feedback (as opposed to only negative) to his peers and his team.

Using the skills of Dialogue he was able to flex his style in meetings by surfacing his and others assumptions, and in doing so, encourage a more collaborative climate. He actively solicited feedback from his colleagues on his style, sharing with them his development objectives and he became a mentor to a new member of staff in another function.

## Evaluating the results

With an increased awareness of behavioural style team members became more confident to challenge negative behaviour when they encountered it. The manager became a strong role model for leader as coach and grew a reputation for achieving results through people. The manager also helped to embed coaching into the organisation's culture and processes. Levels of motivation rose and new business targets were achieved ahead of target. On repeat of the organisation employee survey 85% of staff reported it to be a great place to work (up by 35%).

*"Leadership is best carried through by the many, not by just the hero-leader".*