

## Case Study – Executive Coaching

ID-EXECUTIVE20080401

### Overview

This case study is a general compilation of issues and approaches presented in an executive coaching relationship. If you would like to discuss more specific examples, please contact Noel Posus through the contact details at the end of this document.

### Overview

The client has indicated they have the following goals from the coaching relationship:

- o Improving time management
- o Learning to say “No”
- o Conflict Management
- o Performance Management – Getting the most from staff
- o Life-Work Balance

### Methodology

One of the first approaches we used was doing a Wheel of Life (Leadership Competencies) assessment where the client was able to rate their performance in the following categories:

- o Planning
- o Organising
- o Monitoring
- o Decision Making
- o Motivating
- o Delegating
- o Adaptability
- o Entrepreneurism
- o Resilience
- o Communication

We also reviewed any internal 360 degree profiling tools available, such as the LSI assessment or the NBI Whole Brain Thinking assessment.

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From there, we were able to gain more clarity about the exact objectives to set to begin the process of co-creating some actions plans to achieve them.

We then worked through the issues individually, beginning with rethinking the term, "time management" and changing it to "schedule choice management" so that the focus is on the choices being made and not about the perceived lack of time. This blended into the objective about learning to say "no" which meant that we also focused on enhancing the following skills:

- o Effective negotiation
- o Effective delegation
- o Situational leadership
- o Coaching skills

For conflict management, we checked in on the assumption that there is a real conflict, or if it is the fear of a possible conflict. We used the Content – Process – Relationship model combined with the Perceptual Positioning Model to re-engineer a completely new framework for addressing interpersonal relationship issues and opportunities.

This therefore also supported us in our coaching around performance management and getting the most out of the staff, first by focusing on the relationship with each individual, with the team, with external stakeholders, vendors, etc. In this area we concentrated on:

- o Effective written communication
- o Effective oral communication
- o Getting agreements
- o Sharing a vision and getting buy-in
- o Strategic planning
- o Succession Planning

Throughout our coaching we also looked at life/work balance. One of the tools used was the Wheel of Life (Foundation) which explored:

- o Health
- o Knowledge and Learning
- o Social
- o Financial
- o Family
- o Relationship with Self
- o Partner
- o Spirituality
- o Career and/or Business

- o Giving to Others
- o Giving to Self (Honouring one's own needs)

The client was able to set out a number of personal goals related to their health, quality time with family, personal learning and a trip overseas.

Executive coaching clients work with their coaches for a minimum of six months on average. Most stay with the same coach for 18 months, and then switch to a new coach for a change of challenge and perspective.

## Outcomes

The client identified the following outcomes which they also stated were directly impacted by the coaching:

- o Being able to accomplish up to 50% more in the same amount of working hours by leading and delegating more effectively.
- o Improved moral across the team.
- o An established succession plan, which allowed the client to also be able to take holidays and spend more time with family as there were more people who could step into the leadership role as needed.
- o "Performance management" issues nearly disappeared, and were replaced with fortnightly coaching sessions, which increased accountability and individual responsibility, and kept open and ongoing performance conversations occurring.
- o The client was able to spend more time with the family without work issues seeping into dedicated personal time.

## Contacts

To discuss your needs, please contact Noel Posus, Director and Master Coach for Incredible Awareness.

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