

## Case Study – Workplace and Team Coaching

ID-WORKPLACE20080401

### Overview

This case study is a general compilation of issues and approaches presented by organisations for workplace and team coaching. 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 engagement:

- o Change management – supporting the team with a significant change occurring in the work environment
- o Performance management – improving various performance metrics
- o Negotiation skills – supporting leaders at various levels improve their abilities to negotiate and set performance agreements
- o Conflict resolution – dealing with conflict internally and externally with vendors and partners
- o Coaching skills – teaching leaders how to coach

### Methodology

We began the process by conducting a thorough scope of work exercised which explored the following main categories:

- o Strategic Objectives
- o Corporate Culture
- o Resource Planning and Management
- o Performance Management
- o Individual and Group Performance Metrics
- o Learning and Development

From there we designed a series of assessments, workshops and coaching models/programmes to support the overall aims of the client.

These included the items on the next page.

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**NBI Whole Brain Thinking Profiles** – All participants completed the assessment questionnaire and were presented with a personalised report as well as a team metrics report. This information was used in the first workshop to set a benchmark of shared knowledge. It was then incorporated into the first coaching session as a personal debrief of the information and to support the creation of an action plan, and then referred to throughout the remainder of coaching sessions and workshops.

**Whole Brain Thinking Workshop (one day)** – All managers were invited to attend this introduction workshop utilising the materials from the point above. This time was also designed to support the introduction of coaching for the managers.

**Coaching Skills Workshops** – As a follow-up to the Whole Brain Thinking workshop, the managers received first a two-day workshop teaching them practical workplace coaching skills. There were two other half-day workshops half way through the entire coaching programme and again at the end, so that the participants could share knowledge, successes, challenges and gain further skills from the master coach facilitator.

**Coaching Sessions** – All participants received one-on-one coaching sessions in between workshops. These were conducted as a combination of in-person and phone coaching sessions, all with email coaching support in between.

The coaching sessions each focused on the agreed organisational goals and also looked at the individual's professional objectives. In most cases the participant's personal goals also were reviewed in terms of life/work balance objectives.

The coach produced a Coaching Report for every session which was shared only between the coach and the participant, although many participants chose to share the report with their managers and others.

Incredible Awareness also produced overall group and trend reports for the organisation's top leaders, and conducted review presentations and discussions as well.

**askacoach.com** – After the budgeted one-on-one sessions ended, participants were encouraged that if they needed further individual support, they could receive that through the askacoach.com service at a low rate.

## Outcomes

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

- o A hugely successful transition from old processes and behaviours to the new policy and desired behaviours.
- o Improvements across the board for performance in all teams and business segments, particularly because team and segment managers were now coaching effectively for performance.
- o Reduced “performance management” issues across the business as communication about performance was more open, collaborative and solution-focused (versus reactive and punitively focused)
- o Employee opinion survey results dramatically improved in sections where staff rate the support they receive from their managers, as well as sections related to opportunities for growth within the workplace.
- o Managers identified as feeling more equipped to handle difficult situations.
- o Some managers identified this course as the most useful, practical and relevant course of their career.

The individual participants identified the following outcomes which they also stated were directly impacted by the coaching (in addition to the above):

- o Improved confidence
- o Improved time management
- o Improved ability to have crucial conversations versus avoiding conflict
- o More effective at delegation
- o Improved Life-Work balance

## Contacts

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

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