

TEAM COACHING CASE STUDY 1

Executive Board needing to 'Interact more productively'

"Joy has been working as our Executive Team Coach for the last six months. We are a public body responsible to government with 1800 staff and an annual budget of £500m. I was appointed as Chief Executive two years ago, and completed a senior management restructuring exercise in the first year which established a new executive team. I identified the need to build my six new executive directors into a coherent, high performing executive team and selected Joy based on her track record and her understanding of organisational culture and dynamics.

Our experience has been excellent. She has worked with us through a mixture of one-on-one interactions with team members and other key individuals, dedicated team events with us, and participation in our regular executive board meetings. Our preferred culture is to focus on evidence and work in a very task-dominated way. She has broadened our awareness of the emotional content of our team interactions, the reasons for reactions to change, and ways we can harness our strengths better. With her help, we have come a long way in understanding how we operate as a team, how we can interact productively and with better awareness.

Joy has demonstrated that she can connect effectively with this diverse executive team, whose members come from a wide array of backgrounds and skills - some very technical and specialised, some commercial, some administrative, some new recruits to the organisation and some who have been here for decades - and who are all used to operating in different ways.

Joy has brought a great deal of relevant background knowledge and information to bear both from her own experience, from the wider field of management practice, coaching and leadership development, and from scientific studies of psychological and cognitive function.

Throughout the coaching process, Joy has worked with the utmost professionalism. She has handled potentially sensitive issues while respecting confidentiality and trust at all times".

CONT.

TEAM COACHING CASE STUDY 2

Senior Board 'Need to re-focus'

Joy was approached by the HR Director to work with a lead Executive Board in the transport industry. Enjoying huge success, they were now locked into an increasingly complex project and political environment and found it hard to make time for quality discussion - other than around task review. With changes in the team they needed a compelling and shared vision and strategic direction that all their people could get behind.

Working closely with the HR Director and MD, Joy helped set clear outcomes and measures for success, designing a lively and creative agenda for an off-site meeting that would set the cultural shift they wanted. Having secured participant buy-in beforehand, on the day she got them quickly into an enthusiastic mind-set ready to thrash out some tough issues. Tailoring her approach, she used innovative ways to help them articulate their problems, form a new direction and strategy, keeping them on track and action-orientated. Follow up action with Joy ensured the gains were held.

The day took the team to a new level of understanding and collaboration, providing a platform for actions together with the ability to really play to their strengths. The HR Director reported a 'fantastic response - valuable and enjoyable'. He said 'I had no idea just how creative the team could be'. He has since reported significant progress with key issues and much better synergy between the team.