



CASE STUDY: LEADERSHIP

Case Study – Leadership

Case Study Construct

All case studies for the askacoach.com site have been compiled from real-life coaching sessions conducted by Master Coach, Noel Posus. That said, all identifiable client information has been removed, and where necessary, some specifics of the coaching process may have been edited to ensure anonymity of the client and/or to condense a lengthy coaching relationship into a smaller, more manageable format to read and study.

In some cases, a composite of various clients has been created to make a case study which covers more potential scenarios in one document.

These case studies are high level only and will not go into extraordinary detail regarding conversations (from either email or phone coaching) between coach and client. The purpose of our case studies here is to be able to identify the presenting objective and/or issues of the client, and how the askacoach.com coach and methodology supported the overall coaching process, and to explore the outcomes.

Client Overview

The client presented with the following leadership coaching goals via an email coaching session:

- The client shared that they were a very busy senior executive with a small and fast-growing company which didn't have a budget for executive coaching and the client was hoping to use the askacoach.com service for that purpose.
- The client indicated that they wanted support in motivating staff, learning how to say "no", how to perform time management more effectively, how to delegate in a positive way and more.
- And the client felt that email coaching may be the best way for them to go as they felt they didn't really have a lot of time for any more meetings in their current schedule.

This client had a number of email coaching sessions with askacoach.com over many months and turned into an "on demand" executive coaching service where the client would routinely write in as specific challenges and opportunities arose in their daily professional life.

Methodology

The initial email coaching response first acknowledged the client for sharing the information they had and for the big step to reach out to askacoach.com for support at this time. The client shared quite a bit of information about their current leadership role and some of the challenges they were presented with.

It's important to note that all askacoach.com coaching sessions, whether email or phone, result in a written response and a selection of relevant documents from our Resource Library attached.

In the initial session, the following was covered:

- Gaining clarity about the client's leadership competencies. We used the "Leadership Competency Wheel" as the initial awareness tool and series of exercises. In the body of the email response, a number of additional questions were provided in addition to the Resource Library document.
- Specific exercises were provided around motivating and delegating.
- We also reframed "time management" to "schedule choice management" and the client was given some exercises on how to monitor and evaluate their schedule choices.
- Finally, the client was invited to use the askacoach.com service in an ongoing "on demand" service for quick solutions to day-to-day challenges and opportunities (which the client took up in their very next coaching request).

In subsequent sessions, the following was covered:

- A review of the client's responses to the "Leadership Competency Wheel" and developing strategies to work through each of the sections in separate email coaching sessions. These sections included:
 - Planning
 - Organising
 - Monitoring
 - Decision Making
 - Motivating
 - Delegating
 - Adaptability
 - Entrepreneurism
 - Resilience
 - Communication

- “Motivating Staff Through Career Anchors” – to help the client understand what drives individuals versus looking at all employees with one perspective and approach.
- “Situational Leadership” to help the client evaluate different leadership approaches for various people in various situations
- “Tips for Effective Meetings” to get more out of the many meetings in less time and with less conflict
- “Negotiation Skills” and “Conflict Resolution Skills” to assist in a number of scenarios the client raised.
- A number of coaching models including “The GROW Model” to become a more effective coaching leader
- “The Drama Triangle” to assist with managing some particular tricky performance management situations
- “Crucial Conversations” and “Confronting Conversations” also to assist in some tricky performance management situations.

Outcomes

The client accessed the askacoach.com service regularly for many months and continues to do so as this case study goes to print.

The client's response to the Coaching Experience Satisfaction Survey included the comments below (reprinted with permission) – Please note that these comments are derived from a number of surveys this client has completed.

“From the very beginning, my first email coaching session, my coach seemed to have a really strong grasp of executive leadership and was able to jump in quickly with me and get straight to the issues. No mucking around, which is a perfect match to my style.”

“I've had a number of sessions now and I'm very pleased with how things are going. The leadership competency stuff we're doing has really opened my eyes, and people are already commenting on the positive changes in my leadership approach with them.”

“I've realised that I'm using askacoach at least once a week now and have found that it is one of the most valuable resources I've encountered. If I was working with a coach face-to-face and paying today's huge executive coaching rates, I wouldn't get anywhere near as much detail and support as I'm getting from askacoach for such a small financial investment. I still have to do the same amount of work. I'm getting better resource documents (actually, my old coach never gave me resource documents!) and I'm only paying \$40 a week or so. There's a part of me that still can't believe this and I don't see how you make a profit from this, but that's your business and I'm glad you're here for me.”

Contacts

If you have any questions regarding the askacoach.com service, please direct them to Noel Posus, Director and Master Coach as per the details below.

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PLEASE NOTE:

This document is written in Oxford English versus American English.