

Case Study - Coaching

Overview

Following a Dignity at Work investigation it was decided that a senior member of staff would benefit from the Q-OPD Coaching services. The outcome of the Coaching was to:

- 1.Reinstate the senior manager into a similar position
- 2.Develop a positive leadership style
 - a.Build self awareness
 - b.Flexibility of his interpersonal style
 - c.Learn new ways of managing conflict in the team
 - d.Integrate these behaviours in the new position

Process

A full brief from the HR director was taken. The diagnostic conducted included a range of psychometrics and a 360 Degree Appraisal . The resulting reports showed:

- How the individual would behave when under tight deadlines or under pressure
- Habitual 'normal' behaviour used in communicating, leading, motivating, decision making and organising time
- His strengths, weaknesses and blind spots from his colleagues perspective as measured by a 360 Degree Appraisal

The value of the personality feedback is two fold, it provides:

- An individual with a model for understanding their own behaviour and that of others
- A means of getting their 'message' across to people who are different to them be it influencing, motivating or managing others

The value of the 360 Degree feedback is that it puts the individual's behaviour in the context of their work environment. We all work as part of a system, a leader especially gains results through others, therefore, needs to understand how their behaviour is perceived and impacts upon their work colleagues. The 360 feedback provides:

- The motivation to change
- Focuses their development on areas identified as weaknesses that when improved will have maximum impact on their effectiveness in the workplace

Outcome

Managing others well has often been likened to a conductor gaining the best

performance from an orchestra. The first step starts with an ability to read and interpret the music, leaders need to have the knowledge and skills to understand the nuances of other people's behaviour the Q-OPD Coaching process provides the tools and strategies to understand, influence and manage others in a positive manner.

The second step is to rehearse the new behaviours in order to override the 'habitual' ways of responding. Change as we all know can be difficult. Q-OPD uses tried and trusted and leading edge behavioural change methods, such as mental state rehearsal, to ensure that the transition of these new ways of dealing with people and situations is easily accomplished.

In this case study the person involved was successfully integrated into a new placement following approximately 6 months of coaching meetings at 2-3 week intervals. The change in behaviour was followed up using a second 360 Degree Appraisal, where improvements were noted.

A Customised Development Programme for NHS Trust Managers, Doctors (Senior Registrar Status) and Nurse Managers

Overview

The programme was developed and delivered to address the trust's specific needs to enable staff to manage the changes that were occurring in the Trust at the time. The programme was highly focused so to take into the account the acute lack of time NHS staff have for off the job development, addressing the individual and team developmental needs through a mix of team workshops and action learning projects. The development was 'outcomes' driven and was linked to measurable changes in performance and effectiveness.

The staff involved in the programme have responsibility for clinical and managerial functions teams within the trust. They identified a need for a programme which would enable them to be more effective in the management and utilisation of change, more 'Transformational' in their leadership style and more confident and assertive in their handling of conflict in its various forms.

Specific Objectives

- Proactively manage the change and transition elements of the *de facto*

merger of Ashford General Hospital and St. Peter's Hospital having just become a combined hospital trust

- Master a powerful technique for being more confident and assertive in their relationships with others
- Deal with conflict and defuse critical situations
- Improve their cross functional effectiveness as a team and individually
- Develop an awareness of their behavioural style and address areas which may cause them to under-perform

The Development Programme

The programme used a mix of psychometrics, team workshops and an action learning model to acquire and practice the new skills.

The psychometric information was not confidential and was designed to be shared openly with the other programme members. The information was used to build a higher level of self-awareness and behavioural flexibility and to develop strategies which enabled them, to, amongst other things, influence and

motivate a wider range of people within and without the trust.

Results

In short, the development programme enabled the staff to:

- Resolve change into the two components of Change and Transition and to be able to anticipate and manage both elements proactively
- Develop their self-awareness and behavioural flexibility by becoming aware of their own and others predictable habits of mind and patterns of behaviour
- Work more effectively cross functionally.