



# addaction

## ***Leadership and Performance Coaching in a Payment by Results Environment***

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### ***Assignment***

Addaction is one of the UK's largest specialist drug and alcohol charities. Addaction competes for funding to support their work in the community and in prisons. They achieve Payment by Results in the short term for numbers of clients entering treatment and in the long term for those clients who stay drug or alcohol free for a year. This business model poses particular challenges for managers at Addaction, especially given that a significant proportion of their team members are volunteers. At the start of the project, NHS had just withdrawn from a partnership with Addaction, to bid for their own funding as a direct competitor, so this was a time of significant organisational change.

Addaction invited Angela Sabin to coach middle managers to develop their leadership skills and improve performance over a 9 month period. This involved almost 40 hour's coaching. Typical goals brought by clients included: managing individual performance; improving team results; developing leadership skills; handling challenging situations; developing work/ life balance. A key challenge throughout has been the transition to a new culture, with the old culture (partnership, non - commercial) constraining thinking, emotions and actions.

### ***Testimonials***

***Stephanie Homer,  
Locality Manager –  
Boston Addaction***

“Specific benefits - by discussing issues that concern me, I am able to obtain a greater sense of perspective; a clearer perspective enables me to devise my own action plan. Each session gives me the opportunity to review and revise my actions to accommodate changes in circumstances.

Angela's coaching skills are effective because she says very little but the words she chooses encourage me to work through the problems that I am facing, she is non-judgmental ensuring that I feel supported throughout; each session enables me to feel more confident in my approach to problems and I feel empowered as a result of creating my own action plan. I have used the tools that Angela has incorporated in our sessions with my team which not only benefits me but also improves their performance”.

***Danusia Olbinson,  
Volunteer Manager  
Addaction***

“Benefits include: I have been able to look at relevant issues via different perspectives; I have gained a great deal of insight into various techniques and processes that have helped me to clarify and reflect; increased self-awareness; reinforced the notion of self-responsibility and made me think about the fact



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that often my reasoning for doing things is perhaps a little skewed and I have the ability to alter/change my thinking patterns in order to achieve better outcomes.

Angela's coaching skills are effective because there has been a high level of support as well as a high level of challenge which has been very beneficial to me-the issues I have discussed have been quite emotional at times but I have always felt supported within sessions. I feel the right amount of challenge was present and this has helped me no end in terms of looking at issues through a different pair of eyes. I have been given fresh and innovative ideas of how to deal with certain issues which has been very effective and which I will continue to use in the future".

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