

# NHS Direct

## Executive Life Coaching Case Study – Management Coaching During Organisation Closure

### Assignment

Coaching Operations and Team Managers from multiple sites in a complex call centre operation through the 6 months until closure.

### Approach

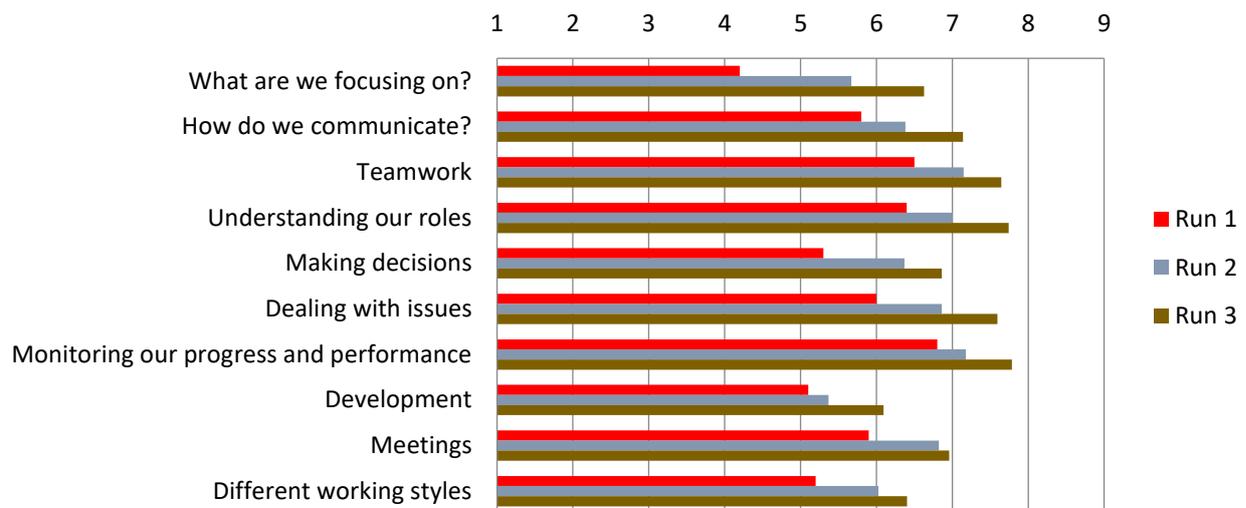
- Following chemistry meetings, I started to coach 12 managers during a period of profound change. The assignment started at a time when the organisation, though facing closure, was in negotiations to TUPE staff across to a new provider. Within two months, negotiations fell through and my clients were told they and their teams would be made redundant by the end of March.
- Organisational goals for this project were:
  - Identify and take actions that feel best for you to lead team members during this challenging period.
  - Develop additional leadership skills you see as important to this part of your career, and increase confidence in these.
- I contracted with each client around their own and their Managers' goals. Goals included sustaining own motivation; team motivation and continuing to deliver business as usual during this period. As the programme unfolded, additional goals around career steps and job search were raised.
- We met virtually every 4 weeks for two hour sessions.
- I created an online folder for each client with a tailored portfolio of materials. Between sessions, clients could contact me for 'laser' coaching; much of this was in terms of email coaching on LinkedIn profiles and CV's.
- Team climate indicators and 360° reports greatly enhanced progress and sustained energy and motivation, as well as highlighting transferable leadership skills.

### Results

- The business continued to deliver their KPI's, despite looming closure.
- Clients rated their progress from start to finish:
  - Organisational goals from average 45% to average 90%
  - Attainment of personal goals from 47% to 90%
- Series average client ratings on my level of support, challenge and focus on **their** goals was 96%.

- Series average client ratings of their commitment to implementing their action points and continuing with coaching at 96%.
- Impact on Teams. A team climate survey, involving 100 team members, conducted over the period of the programme to gain an understanding of the impact of the managers' behaviours on their teams showed a significant positive shift in all categories.

## Comparison of Team Climate Survey Responses between 11/13 and 02/14



### Sample Client Comments

*“Angela provided some career coaching for me as I started to prepare for redundancy. I was so impressed with the help and support she gave me, after a short course of 4 sessions I felt totally prepared to face the next chapter. Angela was consistently supportive, understanding and knowledgeable, she presented challenging new ideas for me to think about and gave me a framework on which to develop all of my new ideas and potential”. **Team Manager***

*“Angela is a dedicated and supportive coach who encouraged me to realise my potential. I am more aware of my own attributes now and definitely have increased self -belief. Angela was efficient, and took the time to thoroughly read the documentation I sent, which allowed our time together to be very productive. Thanks for the time and support Angela, it is greatly appreciated” **Operational Project Lead***

*“Angela's skills and expertise has enabled me to enhance the way in which I manage my staff. She has a friendly and professional manner and provides me with the tools and knowledge to increase my own skills by enabling me to think in a different way. I always look forward to our coaching sessions immensely. What an amazing coach - thank you Angela” **Team Manager***