Senior Team Coaching - Case Studies

Senior Team Development
Nottinghamshire County Council

Why were we approached?

A new Director of Public Health was in place who had several newly appointed members of his senior leadership team. He wanted to help team members to start to understand individual strengths and preferences and how they could use this awareness to build a high performing, trusted team.

How we did the diagnostic and what it showed?

We had simple telephone conversations with all members of the team to start to understand their individual priorities for the session and to engage team members.

What the programme looked like?

A half-day session designed to strengthen trust amongst team members, build an understanding of individual and team strengths and shape actions to drive team performance.

Lightbulb moments?

The energy created by recognising and articulating a shared ambition, leading to a team agreement on how they would work better together to build a high performing service.

Sustainability and embedding investment?

A clear action plan agreed during session with leads and timescales along with discussions to shape the ongoing Team Coaching Programme.

Jonathan Gribbin,
Director of Public Health

“Old and new team members came away from our first session with an appreciation of one another’s strengths and preferences, energised for the immediate challenges and eager to take further steps towards becoming a high performing team.”
Children and Families Alliance Commissioning Summit

Why were we approached?
To bring together key individuals from commissioning organisations to find ways to build energy and engagement as services across the county were reshaped to meet austerity challenges, in order to make the biggest difference to outcomes for children and families.

How we did the diagnostic and what it showed?
We spoke with commissioners from a range of partners to build commitment to working together, identify key areas of information and develop case studies of successful partnership commissioning activities. This brought the summit to life and provided a basis of lessons learnt to build on.

What the programme looked like?
We facilitated a half-day session using team coaching techniques. We explored the art of the possible - what had made things work in the past? How might the future world change? We explored opportunities as well as agreeing clear partnership and individual action plans.

Lightbulb moments?
Feedback suggested that by getting key people together in a room and working with an independent coach, a higher level of engagement and a commitment to a motivating common goal was achieved.

Sustainability and embedding investment?
The Alliance has an independent report with clear actions to track progress and build accountability.

Colin Pettigrew,
Corporate Director,
Children and Families

As chair of the Alliance I was struck by the commitment of strategic leaders to partnership working but expressed frustration as to whether we were ‘making a difference’ to children & families lives. W&J Coaching facilitated a focussed half-day workshop that supported & challenged our ambition. It was very well received and productive. A very worthwhile investment of time and resource.”
‘Be Inspired’ Leadership Coaching Programme
Hinckley and Bosworth Borough Council

Why we were approached?
The Borough Council was already high performing and had an excellent reputation. The Chief Executive was keen to make sure this excellence continued by building a coaching culture which focussed on recognising and growing the talent of both leaders and future leaders.

How we did the diagnostic and what it showed?
Through a mixture of telephone interviews and questionnaires we gathered information and fed back on organisational culture and current leadership styles. Individuals self-assessed against core leadership skills and the results led to a bespoke 12-month programme for Directors and middle managers.

What the programme looked like?
This 12-month two-tier programme focused on team coaching with the senior leadership team, looking at ambition, prioritisation, using strengths, building trust and working on current issues through a coaching approach. We also worked with middle managers through a series of six experiential workshops focusing on building leadership skills using a blend of coaching, training and facilitation.

Lightbulb moments?
The increased trust and level of healthy challenge within the senior leadership team has led to some bold and creative new ways of working. Middle managers have built a strong network of peer support to share ideas and support the end of silo-working.

Sustainability and embedding investment?
Clear individual and team actions agreed at every session with time for review and reflection held all delegates to account. A shared suite of tools and resources has enabled common language and a consistent approach across all departments and divisions.

Bill Cullen, Chief Executive
“The programme was really impactful, creating the space and inspiration to develop a corporate approach. Engaging, energetic and empathetic are three key words that sum up my experience of leadership coaching with Sandra and Emily”

Contact us to talk about how we can support you: emilyajones@gmail.com or sandrawhilescoaching@outlook.com
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Place Department Leadership Team Coaching
Nottinghamshire County Council

Why were we approached?
The Corporate Director for the Place Department had been in post 12 months and had spent that time building his team. He now wanted to work with them to get from ‘good’ to ‘great’, focusing on team values and behaviours to deliver the ambitious Place Plan.

How we did the diagnostic and what it showed?
We conducted telephone interviews with everyone in the leadership team as well as some team managers. We focused on culture and behaviours, pulling out strengths and also behaviours and processes that were a barrier to success.

What the programme looked like?
The 12-month programme included team development and leadership development workshops, team coaching, 180 degree feedback for all team members and observations of the team at work. We focused on team values necessary to deliver the Place Plan and the leadership skills required to role-model these values.

Lightbulb moments?
Agreeing a shared set of values and behaviours and then seeing the senior team challenge each other and their direct reports around these to drive success. The values led to creative and innovative ways of working, resulting in a culture of commitment to both internal and external collaboration and the success of the wider team. The Place Leadership Team now has a reputation for excellence within the wider council.

Sustainability and embedding investment?
The values and behaviour framework is now embedded within the department and we worked with the leadership team to launch them to their divisional teams. Tools and resources have been used by leaders with their own teams which has disseminated learning and created consistency.

Adrian Smith,
Corporate Director,
Place

"Emily and Sandra provided the perfect balance of input, challenge and support to help us develop as a new leadership team. A tailor-made programme boosted our leadership capability and our team performance. Our leadership team continue to draw on the learning and would highly recommend their services."

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