

### Case Study – GROW at Work™

#### **Increasing Demand and Limited Capacity to Deliver**

The following outlines the delivery process and results of a Manager as Coach program in a fast growing State Government Department. This organisation is struggling with a rapidly expanding budget to deliver services to tax payers, and a highly competitive labour market. The Department is seeking to attract and retain staff with appropriate skills and expertise despite not being able to pay salaries comparable to those from commercial enterprises. The Department is seeking to equip its managers with the skills and know-how to engage, develop and satisfy staff using coaching skills. Many managers have a strong engineering background and are technically excellent at what they do. They want to balance this with strong people skills.

#### **How we worked with the Department**

Working in collaboration with the Department that was already aware of the advantages of coaching, we assisted to identify the most suitable participants and created clear outline of program structure and expectations that was supplied to each applicant before they committed. We also sought information about the managers' previous experience with coaching and the types of issues they hoped to address as a result of the coaching program. Using this we modified the program content.

This program, consisted of 12 people, and 100% completed it. It was structured as a 2 day coaching skills workshop followed by three group teleconference coaching sessions (in small groups of 3 plus coach), brought to conclusion with a final ½ day workshop to share experiences and insights about what each participants had learned. It was delivered over only 2 months, a shorter period of time than we would normally roll out such a program due to internal commitments in the Department.

#### **Outcomes and results achieved**

The program evaluation captured insights into how effective different parts of the program were and the areas in which participants believed they had gained new strategies to assist their management and leadership.

In terms of the types of areas in which they had improved, the following percentages of participants reported results and gains in the areas of:

Improving my communication skills	63%
Improving my inter-personal skills	88%
Managing/coaching upwards	75%
Improve self management in an environment of increasing workload and limited number of people	50%

## Coaching Managers to Coach



Improving my teams' effectiveness	75%
Dealing with performance issues	50%
Delivering more meaningful Achievement Planning sessions	38%
Delegating more effectively	25%
Delivering outcomes	25%
Developing my people in a more substantial and meaningful manner	38%
Improving my ability to challenge the status quo and generate new ideas with people	25%

However the most significant results are difficult to capture in evaluations.

They are the stories of managers understanding how to approach long standing performance issues in a new and effective manner.

They are stories of reduced tension between people and within groups, as a result of this, and of increasing levels of co-operation that will be the source of improving productivity in the future.

They are the stories of managers becoming more aware of themselves and developing more emotional intelligence in their behaviours.

They are the stories of mutual growth and development.

Quote from one evaluation form:

*"My team is beginning to show signs of becoming a team .... I think this has been as a result of this program and in particular the "online" [group] coaching ...."*

To find out more about how we might assist your organisation deliver similar results, please contact us on (08) 8388 2529 or 0409 097 568.