



Below the Line

Elite-level performance coaching

Emerging Leaders Programme

Sample Case Study for an organisation

Client: An international developer and marketer of software products

A discovery meeting with the programmes lead sponsors and designers to understand their ambitions for the programme, what success looked like for them and what they were looking for from the externally delivered sessions.

A series of briefing sessions between the lead sponsors and Below the Line to co-create each session. Final sign-off on session flow and design and squaring-off logistical and technical requirements for each workshop.

The Sessions



Session 1:

Discovering Your Authentic Leadership Style

A session introducing participants to basic concepts on Authentic Leadership – drawing on the work of Bill George and others which focused on:

- Why Leadership Matters
- Highlighting the difference between Leadership and Management
- Giving participants an opportunity to consider and reflect upon their own leadership style
- Challenging and Stretching participants to map out the type of leadership they want to bring to HubSpot

Agenda Flow for the session:

- Introduction to Authentic Leadership – referencing the work of Bill George in this area
- Authentic Leadership Questionnaire – a simple self-scored set of questions designed to help participants uncover their leadership preferences and biases
- Leadership Story Boarding Exercise – My Story and My Leadership Intentions for the year ahead



Session 2:

Coaching and The Grow Model

A session focused on building the capacity of participants to coach their teams and direct reports such that they can proactively engage, inspire and enable greater levels of performance from the people around them in ways that actively promote greater cohesion, honesty and accountability.

Over the course of the session participants worked on:

- Understanding the basic principles of great coaching and links between motivation, capability and performance
- Understanding key coaching skills including reflective listening and asking purposeful questions
- Using the RE-GROW Model in coaching conversations
- Putting their learning into practice in the areas of active listening, questioning and using the RE-GROW model in their every-day coaching interactions

Agenda Flow for the session:

- Introduction to key concepts of coaching
- Introduction to the GROW Model
- Skills Practice



Session 3:

Leading Teams in Practice

This session was designed as an opportunity for participants to understand the true nature of high performing teams and how to lead in this type of environment through the lens of elite sport.

Working off-site in an elite sport training venue the session focused on giving participants a practical insight into the building and application of 4 interconnected principles of team performance:

- Communication
- Collaboration
- Delegation
- Trust

Agenda Flow for the session:

- Taking participants off-site to a centre of excellence for elite sport
- Platforming key concepts of building and leading high-performance cultures and teams
- A series of fun and practical team-based challenges and games focused on spotlighting areas of team performance
- A debrief and reflection session followed by group plenary on the key learnings, insights and take-aways



Programme Outcomes

Positive reaction and feedback from participants to the programme sponsors on each Below the Line facilitated session.

- Implementation and application of the practical techniques, tips and tools introduced to programme participants in the areas of coaching, leading others and building open and honest team cultures.
- Improved performance in the areas of leadership and performance management reported by the programme participants and the organisation.

What Happened Next

- Debrief with programme sponsors to identify areas for further development.
- A number of coaching assignments with members of staff in the organisation.
- Below the Line contributing to each iteration of the Emerging Leaders Programme for the last three years.



Below the Line

Elite-level performance coaching

**Develop your people to reach
their full potential and bring their
performance to new heights.**

hello@belowtheline.ie

+353 (0)86 102 7955

www.belowtheline.ie