



Below the Line

Elite-level performance coaching

Leadership Development Programme

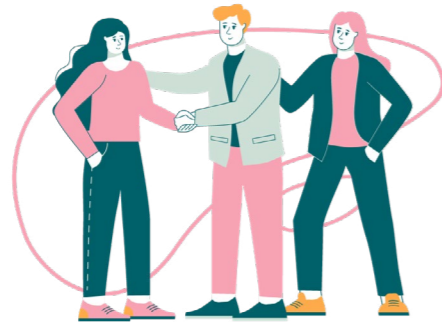
Sample Case Study for a team

Client: A Global Governing Body

A programme was sought that would improve the cohesion at the senior team level, serve as a platform for embedding a wider leadership culture throughout the organisation and address some key inhibitors of team performance including:



Collaboration



Trust



Communication



Managing Capability, Performance and Under-Performance

How we worked with the client

The programme was designed for the client based on a number of factors:

- Discovering their needs
- Our assessment based on a series of exploratory conversations with the programme sponsors
- A series of 1 to 1s with each team member and the outputs based on their EQi Emotional Intelligence Assessments as part of phase 1 of the programme.

Phase 1

1 to 1 meetings: A series of get to know you with each team member

EQi 360 Report: An EQi 360 Emotional Intelligence Assessment completed with input from both the individual team members and an invited group of direct reports, peers and friends. Completed to raise the senior leaders levels of self awareness and emotional intelligence, the results of the report were fed back via a 90 minute 1 to 1 session with each team member.

Phase 2

Team Workouts

By combining the insights and data from the 1 to 1s, EQi Sessions and the requirements of the organisation a series of 5 x 1 day team sessions were designed and delivered to the team as follows:

- | | | | |
|---------------|--------------------------|---------------|--------------------------|
| Day 1: | Team Dynamics | Day 4: | Coaching for Performance |
| Day 2: | Authentic Leadership | Day 5: | Resilience |
| Day 3: | High Performance Culture | | |



Programme days in more detail

Day 1: Team Dynamics

- Developing a highly cohesive and aligned team in the real world
- Building team resilience through smart use of capability and capacity
- Creating and committing to a consistent improvement mindset
- Clarifying Vision, Purpose & Values

Day 2: Authentic Leadership

- Assessing my current leadership style
- What does Authentic Leadership mean to me in my day-to-day actions?
- Leading from my strengths
- Courageous Conversations

Day 3: High Performance Culture

- Understanding High Performance Culture
- Call Out, Acknowledge & Change – Cultivating the Characteristics of High-Performance Culture
- Psychological Safety and Organisational Performance
- Transactional versus Personal Care

Day 4: Coaching for Performance

- Basic principles of coaching including key linkages between motivation, capability and performance
- Listening Under Pressure
- Purposeful Questions
- Handling Performance Reviews

Day 5: Resilience

- Equipping the team with tools to continue its growth and development
- Team Resilience – Habits, Practices & Behaviours
- Looking after the 13th entity – ‘The Team’
- Understanding and Committing to the Team Purpose and shared Ambitions



Programme Outcomes

In a post programme debrief and subsequent conversations with the programme sponsors the following outcomes were achieved:

- Improved Communication, Collaboration and levels of Trust with the Senior Management Team
- Improved Leadership Impact of the Team
- Improved Leadership Performance of Individual Team members with particular reference to performance management and coaching conversations
- A “clear the air” conversation between the Senior Leadership Team and the Level 2 cohort in the organisations that addressed a number of key inhibitors of leadership performance related to trust, initiative and communication
- The programme supported the team and the organisation to deliver on its strategic development objectives including over achieving on its KPIs and Metrics for its most strategically important project.

What Happened Next

- The roll out of a Leadership Programme to Level 2 and Level 3 Managers
- A project on embedding the values of the organisation into a set of key behaviours designed to improve organisational culture
- Coaching for members of the Senior Leadership Team to continue their growth and development



Below the Line

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**Let's tailor a
programme for
your team.**

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