



Typical Leadership Coaching Case

Profile: A potential rising star was also described as "less than fully successful" in the area of assertiveness. This is impacting her ability to gain faster turnaround and cooperation. She is also not aligned with a company that values entrepreneurship and fast turnarounds.

Objective: To increase her assertive behavior and see a demonstrative difference in her ability to be direct, open and honest.

Time Frame: Three – Six Months

Coaching Intervention

Phase I Assessment (1 day)

- Administer assessments (ex. MBTI, Thomas Kilman Conflict Management Instrument and a 360 instrument).
- Phone interviews with aspiring leader, his manager and other stakeholders to assess problem. Goal is to gain a better understanding of problem situations and trigger behaviors.

Phase II – Data Analysis and Initial Session

One day visit to client site

- Meet with the client one on one.
- Observe the client in her environment and assess verbal, vocal and visual behaviors. Observe on the spot improvement feedback and suggestions for improvement.
- Review results of assessments and data collection.
- Set up goals, expectations and a coaching plan with client and his manager.
- Discuss the assumptions and influences on being assertive. Practice upcoming challenging scenarios.
- Assignment for next coaching session

Phase III – Coaching

(1/2 day) 4 hours of follow up coaching by videoconference. Topics covered in subsequent coaching sessions will be drawn from the client's experience and will incorporate these tactics among many others.

- Giving and Receiving Feedback
- "Scripts" for managing conflict
- Speaking up at meetings

- Ways to say no and mean it
- Methods of responding to manipulation

Phase IV – Track progress - regular updates to manager/customer.

Phase V – Follow up 360 assessment and client self and manager evaluation.

Phase VI - Wrap up meeting to discuss progress and make recommendations for a 3-6 and 12 month development plan.