



Case Studies

More Assertive More Effective

The head of Department of a large Local Authority noticed that his team had some challenging interpersonal dynamics and put this down to some of the team being too timid to ask for what they wanted.

He decided to attend a **More Assertive More Effective** course with his team with Juliet Grayson. Over the two days we looked at the issue of bullying, and the dynamic of relationships between the **bully** and the **victim**. Some of the team recognised that they tended to live at the passive end of a continuum, and not only did they find it hard to ask for what they wanted, but they found it hard to *know* what they wanted. Other team members (including the team leader) began to realise that their impatient and direct approach was perceived as intimidating and was stopping some of the team from expressing themselves freely in meetings.

At the end of two days people reported having a much clearer sense of how they had been playing a part in maintaining the **stuck** feeling. Two months later we received an email telling us that they had had some major success as a team on a particular project...and thanking us profusely. Apparently the team meetings are much more open, and everyone contributes more freely.

We have since been back to run a Negotiation Skills training. They discovered that once they could all ask for what they wanted more readily, the next step was to learn to respectfully negotiate a better outcome. The Head of Department told us that six months on, and two courses later, his team was functioning in a much clearer and more effective way. He's delighted.

Winning Presentations

As a director of an 80 strong firm of employees, John had to make regular presentations to clients and staff. The thought of these events would lead to acute anxiety and inevitable poor performance. This was having a direct influence on his career and prospects. As a result, he worked on **Winning Presentations** on a one to one basis with Alex Marshall. In just four sessions, John's experience of public speaking completely transformed and immediately afterwards was able to successfully deliver a pitch for a multi million pound business deal and furthermore enjoy it too.

Team Alignment For High Performance

The National Audit Office (NAO) wanted help to achieve key outcomes for its strategic change programme, launched six months previously. The programme was spearheaded through an innovative leadership and management development programme, to introduce new management ideas into the organisation.

Lynne Cooper and Mariette Castellino worked with the Change Team to elicit the intentions, role, and values of the brand, so that it immediately became clear what the change initiative was about, allowed for acknowledgment of existing skills of staff, and pointed the way to build on these.

Six months after the event, Robin Ryde, Director of Skills and Talent Development said: "With imaginative facilitation, my team has taken full ownership of our new leadership programme. As a result the team has energised the programme, been very clear about communicating and selling it internally, and created the interest and demand that we needed. Only six months after the event we are noticing significant results. "

In the four months following the intervention, a third of the NAO signed up to the change programme, including Board members. Staff are queuing up to become involved, and resistance to the changes that are taking place has declined noticeably.

Rosie Norgrove, Learning and Development Manager, said: "Lynne and Mariette's approach helped us to understand exactly what we wanted the programme to stand for. We developed a common language for the brand, its qualities and values. Doing so allowed us to communicate much more easily, to make decisions, and to get results. +

A new organisation, **SE London Shared Services Partnership (SELSSP)** needed to be operating effectively and efficiently- fast . Patrick Boyle, Chief Executive, commissioned us to work with the Senior Management team, with a view to:

- Developing strong working relationships, understanding and support across the management team
- Creating a joint vision for the new organisation and its role within the partnership context within which it operated
- Identifying strategic aims, corporate objectives and a strong, client-focused business plan

A series of workshops and individual coaching sessions were facilitated with the directors over nine months. As a result, the team got to know how each other thinks and works and how to adapt to work well with each other. One of many positive outcomes was the breakdown of organisational boundaries . directors becoming more involved in other areas, resulting in more cross-functional interaction between people throughout the organisation.

Jules Arnould, Director of Corporate Services, commented: "Following a one-day team workshop with Lynne and Mariette I could immediately tackle another director on the issues between our two functions and knew that I could be really direct. We quickly sorted things out! +

Patrick Boyle says: "The work we did with you really helped to bring the team together. We learned a lot about ourselves, and learned to critically assess the performance of the team in a constructive way. Relationships between team members are much improved. We have a better business plan, built using a balanced score card model, the directors feel ownership for it, and have the awareness of self and others to work as a team to ensure delivery. It's very positive."

Leadership Development: Leader As Coach

The **radiography** workforce development team, as part of a national and London specific program, recognised the need for a leadership development program and after a bidding process awarded the contract, to support the future leaders of the service. The goals included substantial service improvements, increased attraction and retention of staff, and improved efficiencies together with recognition of the need for continuing leadership programs for potential leaders.

Lynne and Mariette tailored a development programme targeted to meet the needs of this group and the objectives set. Leader as Coach was a critical element of the programme, supporting managers to coach others to maximise their performance and problem-solving skills, resulting in more innovation, team development and individual satisfaction.

This had a major impact on performance and effectiveness of the participants and their teams, and continues to generate significant, and measurable, improvements to the service. Individual results reported by attendees included:

"I have been able to save over six man weeks of time, thereby allowing for strategic business development."

"As a result of the programme we have increased capacity by 35%."

"Waiting time has now reduced waiting from four weeks to two days."

"My personal stress levels are at least 50% lower and I am so much more effective."

"Increased machine productivity by 28%"

Overall, recruitment and retention increased substantially, including one department filling three posts after 18 months of vacancy. Noelle Skivington, Project Lead, said: "This leadership programme more than met our expectations. You created a remarkable transformation in thinking and behaviours, with a quantifiable impact on the service. As a result we have commissioned a second programme and others are signing up fast. The aim of the program was to embed leadership development into the CPD requirements - with managers supporting their staff in achieving transformational change for the service."

*"Using **the Five-Minute Coach** has had an impact on my coaching. The power of using the client's **exact** words and the value of persistence when drilling down into the issue has helped get great insights and action plans. Listening on a deep level is the essence of coaching and it is very easy to think you know what you've heard or give it meaning that isn't intended by the client. This process seems so simple, yet is not easy. It really helps with getting true clarity for the client about their issue and a depth of thinking in the exploration of it." – Liz Macann, Head of Executive, Leadership and Management Coaching, BBC*

Facilitation

The awaydays that Jules Peck facilitated with us for the Community Development Network were extremely valuable and supportive for the group as we were able to work together on the SWOT analysis, Vision Statement and Values for the Network. Also we all worked together on the forward strategy for the group and discussed together in a cohesive and respectful way the resources, gaps in service provision and how the network could influence the decision makers of the Council.

Jules is an excellent facilitator, communicator, negotiator and encouraged everyone to have their say and contribute and participate in the lively discussions on the away day. She is creative, gentle in her approach, a good listener, has a positive outlook and I highly recommend her to any organisation that she works with. +Grace Semankula, **London Borough Of Southwark** Community Involvement and Development Co-ordinator for the Neighbourhood Renewal Programme.