

# Team Development & Coaching case study

## Change in leadership style

### What was the challenge?

A new lead team was formed post restructure, most were new to leadership roles, and all were new to this team. The leader wanted the best for his new people and invested a lot in their development journey. The team were asked to work collaboratively and take on more responsibility and accountability. Yet they had a leader with a top-down leadership style. Without the leader focusing on himself, and role modelling the type of leadership he wanted to see in others the team would fail.

### Why do this?

The team leader was aware that the culture he wanted for his team would not come from the structure change just put in place. Behavioural aspects were just as important, and hence my involvement. Initially my brief was to work with the team, and support them with their goal of becoming a High Performing Team (HPT). However, it became evident very quickly that work needed to be done with the leader.

To be a HPT leadership style is critical to success. A team need the type of leadership they need to perform (Clutterbuck). Typically, this means a style that is empowering, coaching, communicating well, development focused, and with a growth mindset.

### What was the benefit?

“I found my leadership style changed in many ways. I have improved my comfort around delegating to my direct reports, moved from a directive to more collaborative leadership style and communicated the future vision for the team I lead more effectively. Going through this has led to the most significant and rapid changes and additions to my skillsets as a leader. The success I have seen will immediately set me up for faster and better returns and personal achievement in the future.”

**Team Leader**

### How did it work?

All the work I do is tailored to specific needs of the environment.

There are no cookie cutters here!



As mentioned, working specifically with the team leader was not part of the original brief. There were a few formal one:one leadership coaching sessions, although most of the work we did together was organic, one:one informal coaching and leadership advice over the space of a year. One of the most powerful areas we worked on was the leader creating his own bespoke leadership model. The diagram below illustrates when and how to use his own five leadership approaches depending on the circumstances.



### What happened?

The team completed a HPT assessment every six months. Leadership scores averaged 3.6 out of 5 at the start of the process, and rose to 4.2 after a year. More importantly, feedback from the team included he “delegated more”, “coached and mentored us more”, and “provided more clarity of goals and accountability”.

**You can change leadership style – it just takes time**