

Case Study

Executive Coaching

Client: Government agency
Sector: Public sector
Project: Leadership Development Programme
Themes: Coaching and 360 degree feedback
Audience: Senior Managers (Grades 6 and 7)
Locations: UK
Duration: 2008 – present

The Organisation

Formed as a result of a Cabinet Office report, our client organisation came into being in 2008 as a result of the merger of the roles of an existing agency with two functions from a separate government agency (whose work continues). The agency has a total staff of 25,000 people.

The Project Context

In the context of a newly formed organisation that was also incorporating existing functions from another public sector agency, the Leadership Programme is a key component in delivering the new organisation's leadership and management development strategy. It is focused on developing the leadership capability of Senior Civil Servants in order to better deliver the agency's business objectives.

The Requirement

The Leadership Development Programme needed to create a greater sense of accountability among senior managers, build on their capabilities and experience, and focus on the development of critical leadership skills and behaviours, including:

- self-awareness and personal effectiveness
- taking responsibility and carrying risk
- leading in transition and leading change
- strategic thinking – and making the space for it
- innovation and creativity
- engaging teams and partners
- communicating better with teams, customers and stakeholders, the public, Ministers, Parliament and the media.





ASK's Solution

The overall Leadership Programme is a 10 month development journey, to which participants dedicate an average of 2 days each month.

In addition to Workshops, Personal Breakthrough Challenge projects and Board Level presentation, the programme includes 1:1 coaching and the use of a bespoke 360 degree instrument around the agency's Leadership Behaviours conducted both before and after the programme, as well as the MBTI® and FIRO-B® psychometric instruments.

In addition, Team Coaching is provided via Action Learning Sets, each of which works on a group project to influence key stakeholders and present recommendations for a strategic change across the whole organisation.

Evaluation

Delegates demonstrated the impact on the business they had made while developing on the Springboard Leadership Programme. The effects of improved leadership saw productivity increase by 35% in some areas, with operational teams now reaching their targets. This was achieved through introducing new processes, greater team cohesion, use of coaching techniques to empower staff and communicating a shared vision.

Staff members with long-term performance and attendance management issues were successfully addressed through improved engagement. New recruitment processes resulted in a reduction in recruitment turn around times and improved capability planning provided consequent savings in staff costs. Three staff have successfully applied for new Grade 6 posts within the organisation. One staff member directly attributed the Springboard Leadership Programme to his development of the skills and self confidence he required to progress.

Delegate quotes

"Very helpful to step back from everyday tasks to analyse performance/developmental areas."

"The most beneficial management programme against all others I've attended; I was able to use the elements immediately in the workplace which supported me with the changes I was experiencing."

I have really grown in confidence; this has been demonstrated in meetings and was shown on my 360 by my peers and direct reports."

"A fantastic eight months during the most challenging months of my working life. I feel happier to come to work now."