

Senior Leadership Programme

Achieving individual change

Case Study

Background

NHS Central Lancashire commissioned a Senior Leadership Development Programme to support local leaders from across the health and social care system to:

- Build on and develop their leadership capability and
- Deliver local change projects

The participants on the programme were also offered three coaching sessions to challenge and support individuals to deliver on specific leadership and personal development goals that they had identified as part their personal development planning process. Here is one of many personal stories which demonstrates the impact and benefits of coaching as part of leadership development.

Personal story

Diane had never experienced coaching. As a qualified counsellor, she was at ease with the process and techniques as she had the ability to be reflective and was 'reasonably self aware'. She was keen to maximise this timely continuing professional development opportunity and as a result described herself as "open and frank in my discussions as I knew what I wanted from the sessions".

Diane takes the story over from here...

In the first few minutes, my coach demonstrated that she listened, retained information and reflected back accurately and appropriately. This was important, as this instilled trust and confidence, and so the coaching began.

What was the focus

The focus of the session was to be "in my dream job by September 1st 2009".

This entailed defining:

- Why this was my focus?
- What did my dream job entail?
- What had been my pattern of employment to date?
- What changes had taken place since Sept 08, for this to be my focus?
- What did I need to change?
- What had been barriers in the past?
- What were current challenges?

What were the benefits

A major part of the coaching sessions was acknowledging the progress I was making and the achievements I was accomplishing. Latterly I set short term goals to assist the process of change, that enabled me to apply for a new job just within my comfort zone, but still with major challenges and considerable stretch.

I was successful in getting the job, let go of loyalties to present employment, team and employer, whilst embracing a one year secondment opportunity. The coaching sessions enabled me to see how I have limited myself in the past, and identify the strategies I need to put in place to overcome past, present and future challenges.

Results

I have a new job which I am growing to really enjoy and I'm developing more confidence day by day. It is not my dream job as it is only a one year secondment, but I acknowledge it is a brilliant and thoroughly enjoyable career opportunity and a major stepping stone towards a 'significant permanent financial promotion'.

During the last 12 months, the following have also assisted the change:

- The Senior Leadership Programme modules and optional elements
- Attending a Sports College conference entitled 'Leading the Change' with inspirational speakers
- The actual process of applying for the secondment, being successful, the transition of leaving one job with a team of 20, to working in isolation in a new advisory post with lots of travel
- Attending a weeks residential with a small national team entitled 'Consulting Skills Programmes for the Mangement of Change'
- Having regular riding lessons on my horse and winning competitions

The coaching helped me bring the learning from all of these elements, so I can now say "I am a much stronger person, with a calmer, quieter and more balanced presence, much more self resilient and confident in my own abilities.

Positive Changes

I now have the belief that towards the end of my secondment I will be more adventurous in the jobs I apply for, have greater confidence that I will be successful when the right job comes along and know I will be competent in this and any future new role.