CASE STORY

THE LEADERSHIP DEVELOPMENT GROUP
Innovative Solutions. Impactful Results.

Applying Shared Leadership Via Coaching

Organization's Background

A community-based health system merging with a larger academic system who was searching for executive coaching solutions.

The primary coachee: a high-potential executive with an entrepreneurial background.

Objective

To increase confidence in front of all audiences in varying situations and create a cascade of leadership to promote a culture of high-performance and high support.

What We Accomplished

- Successfully corrected a budget shortfall
- Applied executive presence in numerous forums and received positive feedback
- Introduced new "leadership rules" which the executive started to positively observe in others
- By the end of our engagement, the executive was able to coach superiors
- Overall outstanding growth

The Challenge

The main challenge this organization and the entrepreneurial executive were facing was the lack of CEO-level skills and systemic transformation capability. In addition, the team found difficulty generating an executive presence through storytelling and creating influence interpersonally and throughout the system. Because of this, there were also challenges when trying to create a climate of feedback and learning.

Leading amid these differences proved to be tough when setting boundaries and resulted in little engagement from team members. The organization as well as our coachee knew they needed to develop their team to perform at a high-level but first needed to develop the skills to lead their team to success. When choosing to partner with us at TLD Group, we agreed that our objective had to include amplifying "inside-out" accountability throughout the organization and academic system.

TLD Group's Solution

TLD Group determined that it was best to begin with a dialogic process driven by the coachee with developmental information on:

- Vertical development
- System design principles
- High-reliability culture
- Creating a high-performance culture

Then, a learning-based approach to shared leadership was introduced and debriefed via case-based work. As a result, all parties clearly established shared expectations while creating a supportive and accountable environment.