

Coaching Case Study: Applying Shared Leadership

THE BACKGROUND

- The organization: Community-based health system merging with larger academic system
- The coachee: High-potential executive with entrepreneurial background

THE CHALLENGE

- Development of CEO-level skills and systemic transformation capability
- Executive presence through storytelling
- Create influence interpersonally and throughout system
- Create a climate of feedback and learning
- Lead amid differences
- Engagement through boundary-setting

THE OBJECTIVE

- Increase confidence in front of all audiences in varying situations
- Develop team to perform at a high level (results, learning, vitality) and lead their teams
- Create a cascade of leadership so that the culture is high-performance and high support
- Amplify “inside-out” accountability throughout system

THE SOLUTION

- Dialogic process driven by the coachee with developmental information on:
 - Vertical development
 - System design principles
 - High-reliability culture
 - Creating a high-performance culture
- Learning-based approach to shared leadership was introduced and debriefed via case-based work

THE OUTCOME

- Successfully corrected a budget shortfall
- Applied executive presence in numerous forums and received positive feedback
- Introduced new “leadership rules” which he observed taking place in others
- More clearly established shared expectations while creating supportive and accountable environment
- By the end of the engagement, was able to coach superiors
- Overall outstanding growth