



**Adult
Literacy
Services**

CASE STUDY: Adult Literacy Services

MISSION

Provide adult literacy programs to break the cycle of intergenerational low literacy

TEAM PROFILE

Executive Director + Senior Team of 7

LOCATION

Atlanta, Georgia

LENGTH OF ENGAGEMENT

October 2010 – April 2011



TEAM ISSUES BEFORE COACHING

- Already an extremely high performing team
- They were burned out, and spread in too many directions
- A team of introverts, they avoided addressing conflict and holding difficult conversations.

TEAM GOALS

- Align staff work more closely with the Strategic Plan
- Eliminate confusion about priorities
- Increase trust and the courage to contribute more
- Discover how to hold difficult conversations

NOTE: Midway during engagement, their respected leader announced their departure. The change agenda shifted to succession planning, and how to keep productivity and positivity high during the transition.

OVERALL IMPROVEMENTS

PRODUCTIVITY

- Decision Making **↑15%**
- Alignment **↑8%**
- Goals & Strategies **↑8%**
- Team Leadership **↑2%**
- Proactive **↑1%**
- Resources **↑0%**
- Accountability **↑-6%**

POSITIVITY

- Constructive Interaction **↑24%**
- Trust **↑15%**
- Values Diversity **↑12%**
- Communication **↑9%**
- Optimism **↑7%**
- Camaraderie **↑1%**
- Respect **↑0%**

▶ **OVER FOR
MORE RESULTS**



METHODOLOGY

The team scored itself at the beginning and end using the online Team Diagnostic assessment created by Team Coaching International. Team was coached as a group every few weeks following a customized change agenda.

A variety of exercises addressed conflict resolution and role clarity. Team uncovered ‘team toxins’ – defensiveness, stonewalling, blaming – and agreed upon ways to address them. Published Team Agreements on new ways to make decisions together.

Other tools included: the “Edge Model” to help team embrace a new identity for their bigger mission, and accept changes moving forward. They designed a new action planning process to set priorities.

IN THEIR WORDS

“I directly correlate our improvement in classroom outcomes—an increase of 132% returning students, so critical to seeing gains in literacy—to our team’s alignment and superior communication.”

“It may seem like a luxury especially in this economy to take time to do this work, but it does produce measurable results.”

“Our team has a creative energy. Everyone continually searches for ways to make her part go as smoothly as possible.”

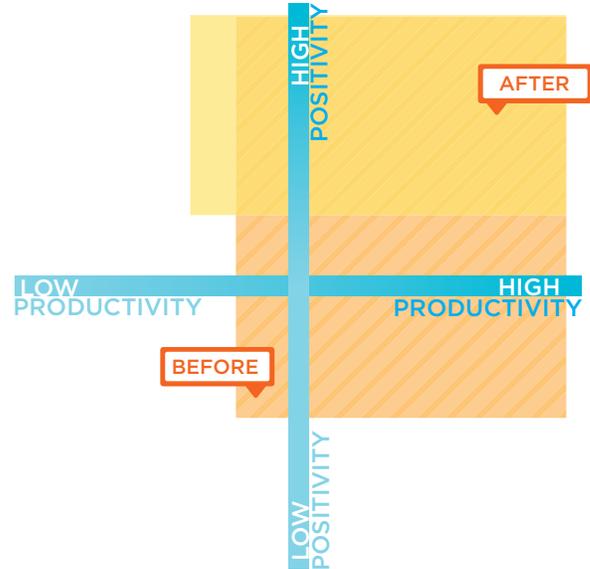
“I immensely appreciate it when people step in to assist me and are not judgmental.”

MORE RESULTS

For the first time, the team (without their former leader) presented to the board their impact in the community, and their vision for the new Executive Director. The board responded with a standing ovation.

One team member stepped up as Interim Executive Director and a smooth transition took place.

MACRO VIEW: Before & After Results
October 2010 – April 2011



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