InwardBound Center®
for Nonprofit Leadership

CLIENT CASE STUDY

Family Services Organization

CASE STUDY: Family Services Organization

MISSION
100+ year old organization empowering families in need with wide range of programs and services

TEAM PROFILE
Executive Director + Senior Team of 4

LOCATION
Atlanta, Georgia

LENGTH OF ENGAGEMENT
September 2012 to May 2013

TEAM ISSUES BEFORE COACHING

- Senior leaders who report to Executive Director operate in siloed departments, and rarely met together
- Executive Director wanted to see them work with each other rather than turning to him so frequently

TEAM GOALS

- Increase communication and collaboration among senior team members to foster stronger ties within the agency
- Discover in what situations working inter-dependently can improve results
- Establish decision-making protocols and processes

OVERALL IMPROVEMENTS

PRODUCTIVITY		POSITIVITY	
Goals & Strategies	↑ 34%	Constructive Interaction	↑ 22%
Alignment	↑ 15%	Communication	↑ 11%
Proactive	↑ 13%	Camaraderie	↑ 10%
Resources	↑ 10%	Trust	↑ 6%
Accountability	↑ 9%	Optimism	↑ 7%
Decision Making	↑ 0%	Values Diversity	↑ 7%
Team Leadership	↑ -8%	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.

Additionally, individual coaching sessions took place with one member working with their own coach.

MORE RESULTS

As team began to work together, clarity and alignment on goals and strategies improved 34%.

Early meetings tended to focus on tactical, day-to-day issues. Instead, at times they shifted focus to strategic conversations which had rarely happened. Began a process of naming organization's key values, and enrolling mid-level leaders in discussions for increased ownership.

As team members began to collaborate more, they had new expectations of how their leader could engage with them differently—'Let's not make it 4 of us, and him.'

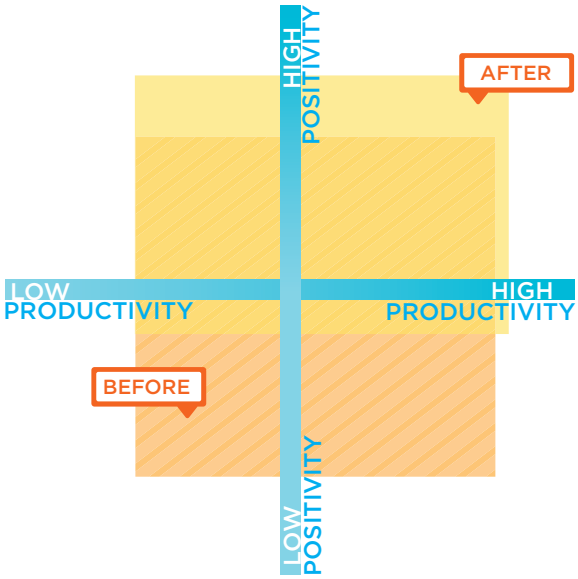
IN THEIR WORDS

"I want to continue conversations where we ask hard questions and come together to create solutions."

"We welcome change and do not prefer to maintain the status quo."

"We are better able to deal with conflicts one-on-one, which has improved our working relationships."

MACRO VIEW: Before & After Results
September 2012 to May 2013



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InwardBound Center® for Nonprofit Leadership
inwardboundcenter.org
info@inwardboundcenter.org
(404) 386-8434