



Worldwide
Public Health
Organization

CASE STUDY: Worldwide Public Health Organization

MISSION

Reduce preventable diseases and move toward global health equity

TEAM PROFILE

Program Director + Team of 4

LOCATION

Atlanta, Georgia

LENGTH OF ENGAGEMENT

August 2012 – March 2013

TEAM ISSUES BEFORE COACHING

- Staff confused at times by conflicting direction from Director and Associate Director
- Under-staffed, resulting in overwhelming workload
- Members communicated inconsistently and rarely face-to-face despite working in shared office space

TEAM GOALS

- Improve the level of trust
- Meet more often, and leave every conversation with clarity and alignment on what's next
- Director and Associate Director offer more consistent direction

OVERALL IMPROVEMENTS

PRODUCTIVITY

Alignment	↑34%
Goals & Strategies	↑23%
Proactive	↑20%
Resources	↑10%
Decision Making	↑0%
Accountability	↑-5%
Team Leadership	↑-16%

POSITIVITY

Trust	↑31%
Optimism	↑20%
Camaraderie	↑18%
Respect	↑15%
Constructive Interaction	↑14%
Values Diversity	↑13%
Communication	↑-4%

▶ 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. Team uncovered ‘team toxins’ – defensiveness, stonewalling, blaming – and agreed upon ways to address them. Published Team Agreements focused on greater accountability to each other. Balanced the workload so team members could take vacations without worrying about the office.

Two team members also had individual coaches for part of the Engagement.

MORE RESULTS

Trust increased 31% as did nearly every indicator of Positivity.

A lot went unsaid on this team. Acknowledging that ‘behind every complaint is an uncommunicated request’, they increased their direct requests of each other and raised issues sooner.

They created more clarity about when it made sense to be a highly synchronized team, and when they could work more as individual contributors. And they hoped for a new level of engagement with the leader.

In the last meeting, they expressed a desire to step into a more compelling vision of their specific contribution to the agency’s overall vision.

IN THEIR WORDS

“There is a greater sense of empowerment for all members of the team.”

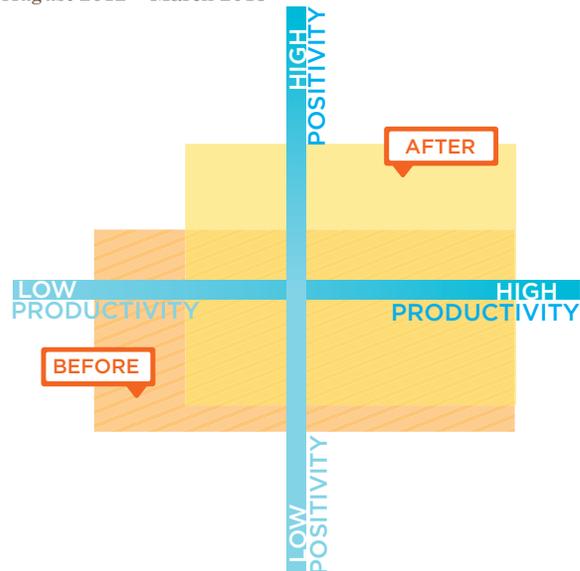
“Team members are recognizing/thanking one another for a job well done.”

“We have better alignment on shared goals, and our outlook has become more positive.”

“We must continue to emphasize follow through and accountability.”

MACRO VIEW: Before & After Results

August 2012 – March 2013



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