

# Leadership development in action

Lauren started leadership development coaching after her first placement with the bank. She was recognised as a high achiever, technically very capable but needed to focus on improving her personal presence and her confidence in influencing others.

**“I was always aware of behaviours I wanted to change but I kept focusing on the “doing”. Coaching encouraged me to understand WHY I was doing things and helped me address the cause and make a long term change.”**

*Lauren*

## Gathering the evidence

First we needed to gather some evidence about how Lauren viewed herself and others and how did this affect her behaviours at work. We used Emotional Intelligence assessment which she completed online. To get a view of how others perceived her we asked her line manager, her graduate programme manager and one of her peers to complete a similar Emotional Intelligence assessment focusing on what they knew about Lauren. To clarify insights gained through this 360° assessment a coach interviewed each participant gathering evidence and real life examples that would help Lauren understand what impact she was having on others.

**“Working with someone impartial meant that I could be totally honest. The coaching process allowed me to feel more comfortable to try out new ways of doing things and to push myself out of my comfort zone.”**

*Lauren*

## First “aha” moments

We met at LloydsTSB offices for a two hour session to go through all the pieces of information we gathered. We discussed her results from the EI questionnaire looking for patterns of behaviour and contrasting this to the feedback given by her managers and colleagues. Lauren started to identify and question some of the beliefs that guided her behaviour which she identified as unproductive and undesirable.

## Setting objectives

After the meeting it was up to Lauren to use what she learned in our session and decide which behaviours if tackled would have the greatest impact on her personal growth and her performance in LloydsTSB.

Lauren chose to work on three areas:

- Increase involvement & participation when working in teams
- Improve self promotion
- Recognise own achievements

**“The objectives were tough. However, we broke down each goal into smaller challenges and set practical objectives and with the support from the coach and my managers I kept moving on!”**

*Lauren*

## Coaching

Lauren presented her objectives to her managers so that they can support her throughout the coaching process.

Over the next three months we worked on understanding what was stopping Lauren to achieve results she wanted. She was a brilliant client - honest and utterly committed to understanding her behaviour, choosing tough challenges in order to put her learning into specific actions.

Lauren uncovered her beliefs around each goal she set for herself, choosing another, more empowering set of beliefs. By taking actions (like talking to a CEO in the lift about her work!) she was able to test her new beliefs and see for herself the effect they had. This allowed her to choose what was right for her. The progress she made did not go unnoticed -aside from her managers even her mum commented on the positive changes she made!

**“I have observed some very positive changes particularly around Lauren’s confidence and belief in her own abilities. The benefits of coaching were evident in the actions she was taking which she would have avoided. Well done Lauren!”**

*M. Thomas, Graduate Development Manager*

Armed with the new beliefs and the plan on how to keep reinforcing them Lauren joined her new placement where she’s continuously putting her coaching into practice.

**“In my new placement I was comfortable to challenge my line manager and shape my placement to gain maximum development. I wouldn’t have done that before.”**

*Lauren*

## Key points:

- Coaching is very practical - I had to take lots of actions and do things differently
- It helps you understand why you’re doing things
- It helps you make huge improvements relatively quickly
- It allows you to talk openly to someone who’s impartial
- 360° was more objective and we spent more time fully analysing it
- EI made me realise how others perceive me and there were some surprises!