



Behavioral Coaching – Root Cause Not Symptoms

The Challenge

Three individuals from various leadership positions (Branch Manager, District VP, Commercial Branch Area Manager) within the Personal and Commercial division of a large Financial Institution required assistance to overcome challenges in inter-personal and communication style. All three individuals have been recognized as potential leaders in the organization and are in line for promotion if these issues can be resolved. The Bank's traditional coaching process had yielded minimal results.

The Client

ASCI was appointed by the VP of Human Resources and Talent Management of the Personal and Commercial division of a large Financial Institution. Behavioral analysis (TAIS) of each individual revealed a consistent leadership profile that emphasizes Analytical/Conceptual as the dominant attentional style combined with a very high need for Control, higher than average Expression of Criticism & Anger and a very high Response Style Influence.

Objectives

Each Coachee had unique manifestations of the behaviors that were creating issues with their teams and clients. Although the situations and symptoms were different the objective of the sessions was consistent.

1. Have the coachees accept that the challenges they are facing are a result of their behavioral preferences.
2. Explore the behavioral issues highlighted by TAIS and tie them to situations and challenges.
3. Development awareness to recognize adverse behaviors and employ mechanisms to modify the behavior.

Strategies

Each coaching engagement started with a face-to-face meeting, where possible, so that the coach and coachee felt comfortable with each other. The relationship is built on trust and mutual respect. The session content included:

- TAIS Reports including interaction reports with key people
- NeuroLeadership SCARF
- Live and phone sessions that varied with frequency for each coachee

Process

ASCI believes that, as with Leadership, Coaching is a follower based model. Although each coaching engagement is unique and driven by the coachee, ASCI utilized the *One-2-One Coaching Process*[™] to assist in determining direction.

Case Study

Components

- TAIS
- One-2-One Coaching Process
- NeuroLeadership SCARF

Duration

- 10 to 20 1 hour Sessions
- Pre-work 2 hours
- Ongoing Commitment

Target

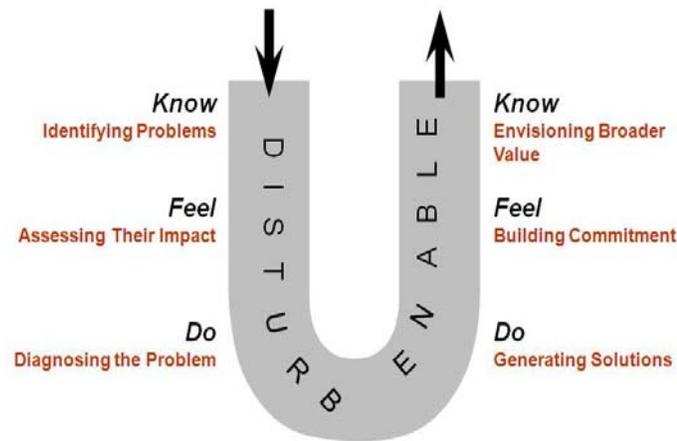
- Executives
- Leaders
- Managers
- Individuals Sessions

More Information

Info@anderson-sabourin.com
519.748.6556



1. Each coachee self-administered TAIS online. TAIS (*The Attentional and Interpersonal Style inventory*) measures attentional preferences, interpersonal characteristics and performance under pressure. TAIS helps identify the types of situations and conditions under which highly effective individuals are more or less likely to perform up to their potential. It reveals potential behavioral issues that could impact interpersonal and communication interactions.
2. Co-development of expectations is the critical first step to understanding what the coachee expects and, importantly, what the coach expects. This included how often sessions were conducted, what the entire process would look like, a full understanding of the objectives and a results tracking system to monitor progress and outcomes. The coachee and coach co-designed the coaching framework.
3. Gathering additional data required to add additional context to the engagement. Two of the three engagements used TAIS profiles for superiors and direct reports. One engagement used a full Live 360 interview and TAIS interaction debriefs.
4. Once the areas for work were identified each coach secured commitment from the coachee to create a strategy and development plan to move forward. One coachee had reluctance to commit to a course of action. The ASCI coach utilized the *Disturb & Enable Coaching Curve™* in order to achieve agreement.
5. A strategy was created for each coachee based on his/her own strategy creation and execution preferences. Two of the coachees utilized the Objective, Strategy and Tactics process.
6. Execution of the strategy created is an ongoing commitment. Two of the three coachees continued the engagement for 20 sessions with periodic bi-monthly catch-up sessions. One coachee is still engaged in the execution of the coaching strategy and continues to expand the scope of the engagement to include helping the individual to be a better coach with direct reports. ASCI has been engaged to observe the coaching process and assist with selecting new team members.



The Value

Each engagement yielded significant value for the organization and coachee.

Feedback

"I've been through traditional coaching several times with only increasing frustration on why it's so hard to change. ASCI starts with 'you are who you are' and builds from there. The process was about me."

"TAIS and coaching session really helped me to realize that I had created and have to take responsibility for the relationship issues that I have with members on my team. It was a very intense and no BS methodology."