

Platinum Leadership
Business Alignment Model®

Coaching and Case Study Worksheet: Leadership

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Leadership and organizational coaching can be effective vehicles to prompt systemic analysis, awareness and action. This worksheet provides open-ended questions and a case study for each element of the Platinum Leadership Business Alignment Model®. Visit platinumleadership.com to download resources and see the model in action.



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LEADERSHIP: Influencing the behaviour of others toward a goal.

Leadership is an influence process. It requires the voluntary choice of one or more individuals to adjust their thinking, attitude or behaviour in response to another person. Leadership can be exercised by persons in formal roles of organizational authority, and by anyone else in the organization whose example is compelling to others. Leadership is typically made possible when those who are led feel they have influence with the leader.

Coaching questions for your organization:

- How are our people engaged when times are good? When times are tough?
- How well do our leaders' preferences and actions serve internal and external customers?
- If we are "perfectly configured to get the results we're currently getting," what new leadership roles and responsibilities do we need to take us to the next level?

Change Management: A leadership best practice to consider

Working with people isn't rocket science. It's harder than rocket science! Leadership can be lonely and isolating work for those who provide direction and support for others. Ensure you and other leaders in your firm have access to a coach. A coach will ask good questions and facilitate change, helping leaders move themselves and their organizations from where they are to where they want to be.

Case Study: The Smith family has run a small chain of three retirement residences for 40 years. They pride themselves on a flat organizational structure in which every staff member reports directly to a member of the management team. Most staff are long-term employees who share the family's values of attentive service and compassionate care for residents. The management team recently decided to purchase a competitor's operation of two additional homes. The competitor's operation was losing money and experiencing high turnover of minimum wage, part-time staff prior to the acquisition.

- What impact might the acquisition have on the system?
- What new leadership roles, skills and responsibilities will be required for a successful acquisition?
- How do the Smith family managers need to "show up" in the first 90 days?