

Coaching Results: A Case Study

Leadership Growth Across a Multi-Layer, Distributed Team

Executive Summary

The following is a anonymized results of a corporate coaching engagement. It illustrates the type, scale and impact of work I do with corporate teams, the structure of the engagement, and how participants describe the impact in their own words.

The Company	The Engagement
An U.S. based company with HQ in Florida, with more than 8,000 employees, servicing Fortune 500 retail accounts across the continental United States and Canada. Operations span sourcing, production, logistics, warehousing, and retail merchandising. <i>Name withheld to protect client confidentiality</i>	The company's senior director, who oversees a sales and field merchandising division of more than 1,000 employees, brought in coaching for himself and two layers of his organization: 4 Regional Managers and 11 District Managers, plus two additional leaders from a related departments, all distributed across the country. 19 weeks, fully virtual

Areas of Focus

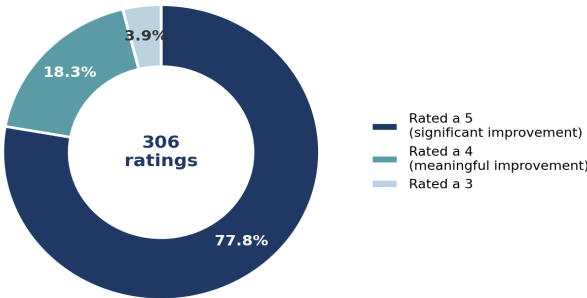
Leadership Communication	Team Cohesion & Role Clarity
Clarity, directness, and accountability in how leaders give direction and feedback	Reducing dependency, strengthening team identity, and clarifying who owns what
Customer Obsession	Solution-Oriented Mindset
Building the mindset that every relationship, internal or external, is a customer relationship worth protecting	Shifting leaders from escalating problems to owning decisions and driving outcomes

High-Level Results

18 Leaders Coached	19 Weeks of Coaching	130+ Coaching Sessions
4.74 Overall Survey Score (out of 5)	4.94 Confident to Sustain Changes (out of 5)	100% Worthwhile investment by Company
4.94 Confident & effective as leader (out of 5)	4.88 Good use of my time (out of 5)	100% Would Recommend This Coach

Across the 306 individual ratings collected in the closing survey, 77.8% were a five out of five. Of the 18 numerical questions in the survey, 16 scored 4.5 or higher, a sign of how broadly this improvement was felt. The lowest rating recorded anywhere in the survey was a three, meaning no score fell below the midpoint of the scale.

How Participants Rated Their Change
306 Ratings, Closing Survey



This organization set out to change how eighteen leaders operate day to day. **The data says it did.**

Who I Am and Why It Matters for Your Team

I am an Executive and Career Coach. Before coaching, I spent 15 years running large-scale, distributed operations across the U.S. and Europe, with the last 5 years at Amazon. I know what it costs an organization when leaders are losing motivation, when teams are waiting for decisions instead of making them, and when accountability is everyone's problem and no one's job.

I left corporate in 2025 to build a coaching practice focused on the leaders who are holding things together but getting little support in return. The leaders I work best with are already intentional about wanting to change, they just need someone to help them see what's in their way and hold them to the follow-through. I work in English, Spanish, and Portuguese, and I am based in Europe with an active client base across the Americas. My approach is direct, practical, and grounded in operational experience. I don't offer a generic leadership curriculum, every engagement is built around your pain-points and what is happening in your organization.

What I Do for Companies

I work with companies that need their leaders to operate more effectively at scale. The problems I focus on appear in organizations of any size, but they are most visible in distributed teams where a manager's decisions ripple across dozens of people and different locations.

The Problems I Solve

- **Leaders are absorbing decisions their teams should be making.** When something goes wrong, they step in and fix it themselves rather than addressing the root cause in how they give direction or set expectations.
- **Teams are not empowered to act independently.** The manager is the bottleneck, which limits both the team's growth and the manager's ability to lead at a higher level. When a team member brings a problem, the instinct is to solve it on the spot rather than help them work through it, which trains the team, without anyone intending it, to keep bringing problems instead of solutions.
- **There is no shared framework for accountability.** Who owns what is unclear at every layer of the organization. This produces recurring operational problems, poor follow-through, and escalation patterns that consume time and energy that could go elsewhere. When that line is blurry for the leader, it stays blurry for the team too, this comes up as duplicated effort in some areas and gaps in others.
- **Leaders have little visibility into their own development gaps.** They can articulate what good performance looks like for their team but have rarely applied that same question to themselves.

How I Deliver

The engagement is structured around four areas that compound on each other:

Individual Coaching	Confidential 1:1 sessions focused on each leader's specific challenges, patterns, and goals
Group Sessions	Sessions with leadership peer groups to reinforce shared language, build cross-team accountability, celebrate successes and bring up patterns that do not appear in 1:1 sessions
Sponsor Alignment	Regular check-ins with the senior leader sponsoring the engagement. Individual coaching content stays confidential. Aggregated themes and organizational patterns are shared to keep the work connected to business realities
Session Documentation	Every session produces a written follow-up delivered directly to the coachee: key insights, decisions made, and specific commitments with deadlines. This creates a visible trail of progress and holds leaders accountable between sessions

How I Measure Results

The company from this case study invested in a 19-week leadership coaching engagement for its Direct Sales and Merchandising leadership team. 18 leaders participated in the program, completing more than 130 individual and group coaching sessions. The engagement was built around four areas that the sponsor identified as priorities for their leadership

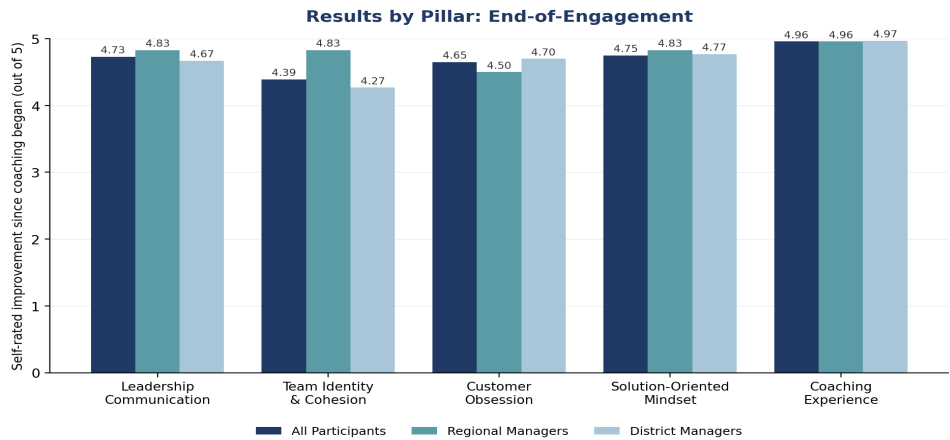
team: how leaders communicate, how they function as a leadership team, how they show up for customers, and how they approach problems.

A pre-engagement survey establishes a baseline across all participants before the first session, combining numerical questions on a 1-to-5 scale with open-ended questions, giving both the coach and the organization a concrete starting point. The sessions worked through what came up in that data: communication gaps that create confusion down the chain, leaders who operate more as individual contributors than as one team, customer interactions that are reactive rather than intentional, and a default toward escalating problems rather than owning solutions.

Progress is tracked the same way throughout every engagement. A mid-point survey follows the same format, giving the coach and the sponsor a checkpoint on what is shifting, with findings shared with the sponsoring leader throughout. The results that follow come from the closing survey, the same combination of numerical (18) and open-ended (9) questions, completed by each leader reporting on their own change once the full engagement is complete.

Results by Pillar

Each participant rated their own change across five areas, Leadership Communication, Team Identity & Cohesion, Customer Obsession, Solution-Oriented Mindset, and their experience of the coaching itself, on a scale from 1 to 5, where 5 means significant improvement compared to before the engagement started.

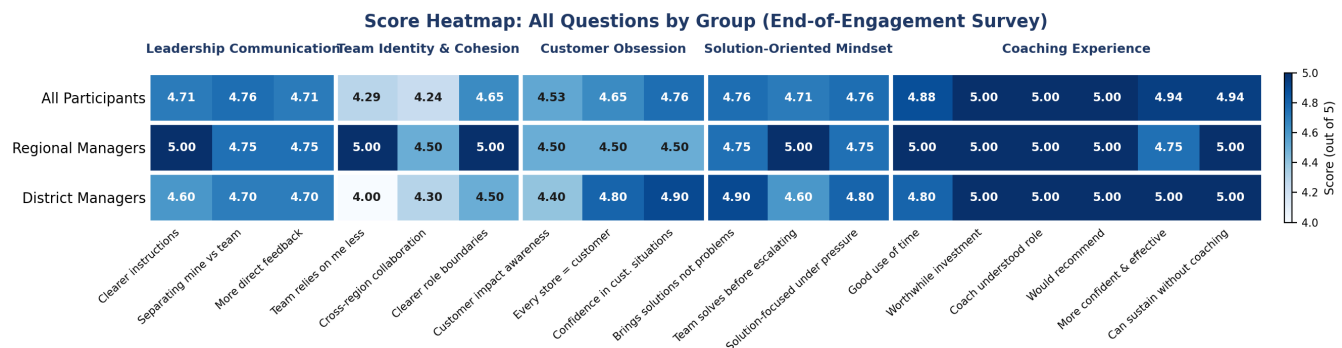


The results point in one direction: clear improvement across all four pillars, with no area left behind. Leaders from all org-levels reported meaningful change in how they lead since the program began, and the gains hold up whether you look at the group as a whole or break it down by role.

Pillar	All	What This Means
Leadership Communication	4.73	Leaders rated themselves higher on giving clear instructions, separating what belongs to them from what belongs to their team, and giving direct feedback.
Team Identity & Cohesion	4.39	Although leaders are learning to hand decisions back to their teams instead of making the calls themselves, this is the lowest score of the five areas and the one with the most room to grow.
Customer Obsession	4.65	Leaders described treating every store and store manager as a customer, not just an account to manage.
Solution-Oriented Mindset	4.75	Leaders reported bringing solutions rather than only problems to their own managers, and feeling more in control of outcomes instead of reacting to what comes up.
Coaching Experience	4.96	Every participant said the sessions were a good use of their time, that the coach understood their role and challenges, and that they would ecommend the coach to a peer.

Score Heat-map: Every Question, by Group

The chart below breaks every question statement, organized under the same four pillars plus the coaching experience questions by group. Darker cells indicate a higher score (on a scale from 1 to 5).



Of the 18 numerical questions in the survey, 16 scored 4.5 or higher, a sign of how broadly this improvement was felt

Patterns Across the Engagement

A few specific patterns came up again and again across individual coaching sessions, and each one connects directly back to one of the four pillars above.

From Escalation to Ownership

Leaders solving problems their teams were capable of solving themselves. By the close, "my team solves problems at their level before escalating to me" scored 4.71, among the strongest results in the entire survey.

From Directing to Asking Questions

Leaders defaulting to giving answers instead of asking questions. Sessions worked on changing that reaction, stepping back and letting the other person think it through instead of stepping in with the fix.

"Instead of directing the conversation, I asked questions that encouraged the supervisor to analyze the situation, identify potential solutions, and determine the best course of action."

— District Manager

"I learned the importance of asking more questions, actively listening, and involving team members in finding solutions."

— District Manager

Slowing Down Before Reacting

The instinct to react fast instead of pausing to understand what was actually happening first.

"I focused more on slowing down the interaction, listening carefully, and understanding the customer's perspective before moving into solutions."

— District Manager

Voice of the Team

These are participants' own words, taken from the coaching surveys. Names are not included; each quote is labeled by role.

Pillar Outcomes

"We faced situations involving routes that were difficult to manage. Thanks to coaching, we were able to open our minds and look beyond standard solutions. We learned to improvise in how we communicated our needs, which paid off in the decisions we made later on."

— District Manager

"The most valuable aspect I was able to observe was the impartiality and openness to suggestions, allowing us to approach and address problems from different perspectives."

— District Manager

"Delegate more, my team is more in control of their own areas, they come with me when is extremely necessary, my team is now more confident when taking decisions without hesitation."

— Regional Manager

"I have gained the confidence to own my role and provide any necessary feedback and input to not just my immediate team but also skip level management. My team feels empowered to lead with authority and follow through with assigned tasks without me having to micromanage each situation."

— District Manager

"The team has become much more independent when it comes to making decisions, and not just making decisions, but

making the right decisions. That is a completely different level of performance. I still need to step in sometimes, but most of the time, they come to me with the solution already identified. I'm extremely happy with their growth, ownership, and overall performance."

— Regional Manager

"Over time, I have gained more structure and confidence in my role as a manager. I have improved my ability to organize priorities, establish clear expectations, follow up on tasks, and hold my team accountable for their responsibilities."

— District Manager

What Leaders Would Tell Others

"Don't be afraid of coaching. Use it as a tool to become a better version of yourself. You don't have to be doing something wrong to benefit from coaching. Sometimes you just need someone to challenge your thinking, give you a different perspective, and help you recognize strengths you already have. Be open, listen, learn, and apply it. You will be surprised by how much you can grow."

— Regional Manager

"I want to extend my appreciation for this initiative to the company and the management team, because this is a clear example that they believe in me like a leader. I appreciate this coaching program so much."

— District Manager

The Impact of Coaching

"We faced some high pressure moments during a peak season, but thanks to coaching, I was able to handle them as effectively as possible. Afterward, I discussed the situation with my coach and identified interesting areas for improvement regarding communication with other teams; the result is that inter-team communication has improved significantly in less than a month."

— District Manager

"Through coaching, I learned to take a more proactive and structured approach, with greater emphasis on planning, communication, and accountability across the team. We reinforced clear expectations for execution, strengthened communication with the field, and implemented more frequent check-ins."

— District Manager

"The team in general is more confident about their decisions, performance has improved significantly, and they hold themselves more accountable."

— Regional Manager

What the Research Shows

Corporate coaching is a structured partnership that helps leaders, teams, and high-potential employees improve performance, decision-making, and leadership effectiveness through focused, goal-oriented conversations.

The Evidence

- ICF and PwC's Global Coaching Client Study found a median return of 3.4 times the investment for individuals, and 7 times the investment for the companies that sent them to coaching.
- Gallup research shows managers account for at least 70% of the variance in team engagement, so coaching the leader directly changes what reaches the whole team, not just that one person.
- 86% of organizations that invest in coaching report recouping their investment or more.
- Gallup also puts the cost of replacing a manager or leader at up to 200% of their annual salary, several times the cost of coaching that same person.

Want to talk through what this could look like for your team?

Book a free 20-minute call at simondelosrios.com/book-session to see if it's a fit, or reach out directly.

Sources

1. ICF & PwC, Global Coaching Client Study (2009). Median ROI of 3.4x for individuals, 7x for companies; the most widely cited study in the coaching industry. Source: icf.org
2. Gallup, State of the American Manager. Managers account for at least 70% of the variance in team engagement scores across business units. Source: gallup.com/workplace
3. ICF Global Coaching Client Study. 86% of organizations that invested in coaching reported recouping their investment or more. Source: icf.org
4. Gallup. Replacing a manager or leader costs up to 200% of their annual salary; frontline and technical roles run lower. Source: gallup.com/workplace

Appendix 1 - Did Participants Get What They Came For

This section shows what that looked like for specific leaders, in their own words, measured against what they said they wanted before the program began. Before coaching began, participants were asked a key question: what would need to be different four months from now for this to count as a success. That answer was each person's own definition of a win. Matching those answers to what the same participants wrote in the closing survey, months later and with no prompt to circle back, shows several of them describing the exact outcome they originally asked for.

DISTRICT MANAGER At the start, defining what success would look like: <i>"My confidence level in approaching difficult situations in the work place."</i> At the close, describing what they gained: <i>"I have gained the confidence to own my role and provide any necessary feedback and input to not just my immediate team but also skip level management. My team feels empowered to lead with authority and follow through with assigned tasks without me having to micromanage each situation."</i>	REGIONAL MANAGER At the start, defining what success would look like: <i>"Stronger leadership presence and confidence in how I communicate, influence, and make decisions, especially in high-pressure or ambiguous situations."</i> At the close, describing what they gained: <i>"One of my strongest qualities is being a leader. I naturally take ownership, lead by example, and make sure my team has the direction and support they need to succeed... I'm proud of the leader I have become, and I continue to challenge myself to make my team stronger, more independent, and more successful."</i>
REGIONAL MANAGER At the start, defining what success would look like: <i>"Identify my areas of opportunities to be a better leader, better communicator, a better coach for my team."</i> At the close, describing what they gained: <i>"Delegate more, my team is more in control of their own areas, they come with me when is extremely necessary, my team is now more confident when taking decisions without hesitation."</i>	DISTRICT MANAGER At the start, defining what success would look like: <i>"Four months from now, I would consider this coaching a success if I see meaningful growth in my leadership approach... I would also like to see stronger trust and engagement within the team."</i> At the close, describing what they gained: <i>"The most valuable thing I gained was a clearer understanding of how to collaborate more effectively, with better communication, and focus on shared goals."</i>

Appendix 2 - Behavioral Changes by Pillar

The chart below shows the average score for each of the 18 questions from the closing survey (from highest to lowest).

