

# “Learning Case” Leena

## Leadership Practice

<b>Client’s First Name:</b> Leena	
<b>Name for This Practice:</b> Reinventing Queen Street Yoga	
<b>Current Behavior</b>	<b>Desired Behavior</b>
I am sole owner and face all the tough decisions alone. I have solid, highly-committed staff members, but at the end of the day the buck stops with me.	I’d like to be able to depend even more on these people, sharing the risks and rewards more transparently.
<b>Current Mindset</b>	<b>Desired Mindset</b>
This is my company, and I’m the strategic thinker in this organization.	Others have valuable contributions to make - including strategy. We’re all in this together.
<b>Primary Action Arena:</b> Leading Change, Leading Teams	
<b>Type of Agility:</b> Context Setting, Stakeholder Agility	
<b>Shift in Agility Level:</b> Achiever to Catalyst	
<b>Capacities to Develop:</b> Ability to see not only the larger business context but also the human system underlying organizational functioning. Strategic capacity-building orientation	
<b>Level of Reflective Action to Develop:</b> Able to reflect in the moment and to appreciate the importance of the human system underlying the organization Intention to create satisfying human contexts that enable sustained achievement of desired outcomes	

## Relevant Background

<b>Client’s Role in the Organization:</b> Owner
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**Type of Organization** (e.g., for or non-profit, industry):

For profit yoga studio

**Motivation for Coaching:**

The pandemic has caused a seismic shift in the yoga world to on-line offerings where competition (and potential clients) are world-wide. Adding to these external pressures, this studio has 3 key employees that Leena depends on. Changes in any individual's life situation can add to the uncertainty. It's a VUCA world.

**Context/situation:** To provide you with helpful feedback what would it be helpful for us to know about the larger situation in which your client is working?

Leena bought the studio as sole owner about 8 years ago. Initially the studio took off and was very successful, built on a strong leadership team of four persons, and one person in particular (Emma). In the last few years, the studio has struggled, primarily due to external factors (eg a new trolley line went in a block away and made it difficult for customers to get to the studio for nearly 2 years, and higher rent caused by gentrification in a rejuvenating downtown area.)

Leena now has 3 children under 5. During her maternity leaves, her key staff members, especially Emma, stepped up to greater responsibility. During the pandemic, while Emma is on mat. leave, and Leena has had to reinvent the business for online services, and reduce her occupancy costs.

With Emma, Leena has tasted the value of fully-engaged collaboration. That has worked because Emma has been committed even without an ownership position. With Emma temporarily out of the picture Leena wants to formalize power-sharing and decision-making responsibility with the entire team so she can cultivate increased transparency, and find ways to distribute risk and reward with these key team members.

My best guess is that Leena is operating pretty solidly at an Achiever level, and has a strong desire to operate at Catalyst. In the last few months she has found herself downshifting to Expert more (because Emma is on mat leave and all the challenges of responding to the pandemic).

Leena is my daughter, and this is an informal coaching gig.

**Challenge:** What led you to use this "case" for receiving feedback? In helping this person develop their desired behavior and mindset for this practice, in what way do you feel challenged or unsure of the best way to proceed? Please be as specific as possible.

I wonder how to help Leena sort out ownership questions from team engagement questions. They tend to be conflated, and that (conflation) may not be necessary. I suspect there are also governance questions: How does she structure decision-making to reflect her desire to share power and build a more sustainable organization?

**Feedback:** What kind of feedback would be of greatest value to you?

See the Challenge.