

Case Study

doqaru

The client

Doqaru was co-founded and owned by Sarah Downs and Yekemi Otaru. It's a sales and marketing management consultancy that offer strategy-led sales assessments, sales management and leadership evaluations with data-driven results. They use the Doqaru Script Framework as the basis for evaluating, embedding and enhancing sales and marketing outcomes to drive sales performance in business. Doqaru use their industry knowledge and strategic marketing capabilities to support the enhancement of their clients' team's sales strategy, processes and capabilities.

The challenge

Both Sarah and Yekemi had both known Nicky Carnie previously and were very familiar with psychometric tools, using them in their own consultancy with clients. With a growing, developing team, they both felt the time was right to work with Cognition Coaching to give them more insight into how to get the best out of everyone and be able to build on the team they have.

Sarah says, "When it came to choosing which tool and service to use, we knew we wanted to work with Nicky.

It was less about the tool that delivered the results and far more about the person who would deliver it. We knew that Nicky could pull out what Yekemi and I have been learning, both on our journey as business owners and as we grow and develop our team.

"Yekemi and I had done this sort of thing before ourselves using other tools and we understood there's a significant difference between your natural state versus what you have to become. We had participated in something similar a few years ago but since then, we'd been on a hell of a journey and we were interested to see what that outcome would show. We wanted to identify how balanced or imbalanced the team was and what we would need to think about when recruiting."

The solution

Sarah and Yekemi wanted to get a more in-depth understanding about the people they



nicky@cognitioncoaching.co.uk
+44 7880 726726

were trying to lead, rather than making assumptions about what motivated them and the support they required. The team themselves were nervous and weren't sure they believed in it.

Sarah says, "We tried to communicate the session as a team building exercise and I don't think any of them had any idea what would come from it. They were no preconceptions which made the value that came from it all that more powerful." "At first, the team didn't like answering the questions and were unsure of what the answers would actually tell someone. The questionnaire is very subtle, and it can feel like you're repeating yourself, but it's done to pull out the nuance in the way people think."

The team at Doqaru had to go on the journey to engage with, and trust, the process.

Sarah recalls, "During the first hour of the session, the team were not overly engaged, and a little unsure. Yet because Nicky is so good at this, she was able to really dig into each person. She spent some time teaching us about the process too. I remember thinking, "How's this going to go?" even though deep down, I knew there was going to be a 'wow' for everyone. We looked at the assessments and what that created, and it showed in dashboard style how each of us thinks. That was when the team started getting there. We also got some really deep insight through this process, with paragraphs showing each of us who we really are. The team really bought in to it at that point and really enjoyed the part facilitating that conversation."

Sarah says it really showed her how her different team members behave and why so that she and Yekemi can adapt their own leadership styles to get the best out of the team, rather than just behave in the same way with everyone and expect the same outcomes.

The outcome

The two directors at Doqaru have noticed a real difference in the way that the whole team is working together and communicating. People have taken the insights, provided from working with Nicky, on board to understand and change their own behaviour, to the benefit of the whole business.

Sarah concludes, "It's been very constructive, and it's identified we do have all four quadrants in the business. It's revealed our weaker areas on the management side and means that when we hire into the executive team, we know what we need to look for. It's showed how and what we should do to stay rounded and I would absolutely use the assessment as a recruitment tool in future."

"Its biggest value has been an improved communication culture; we understand how we need to communicate and what everyone's barriers and lines are. For the members of the team it's valuable because you start to understand that everyone's different and things need to be managed accordingly - and that it's ok to be unique and communicate differently with different people, according to their needs."

Sarah and Yekemi would recommend Cognition Coaching and in fact already have and would engage with Nicky again in the future. Sarah finishes by saying, "For us, as a start-up, it was the perfect time to do the assessment, in the same way we've acquired our ISO 9001 and instilled a business management system, we're building the business and brand from the beginning and setting the core foundations so that we can build on it over the years ahead."

