

## Executive Coaching

Executive Coaching is delivered in a non-directive way with a partnership approach, with the coach often acting as a sounding board for the individual.

The process begins by identifying the agenda and development goals, but, more often than not, the agenda alters depending on changing circumstances in the client's world.

The coach does this by creating a psychological space, which allows the company director or executive to stand back from the workplace, and then provides a supportive, yet challenging, relationship and dialogue in which the director or executive can gain perspective on his or her experiences and self, and on his or her leadership task within the organisation.

In order to achieve the required development, change and ultimately more choice, the coach will create different learning experiences and models to effect this change, with the coach's flexibility being of paramount importance to the coaching process. Complex contracting is required to establish agenda, with regular re-contracting to reflect changing circumstances/priorities. The nature and frequency of reviews and feedback is agreed as part of the contracting.

### Typical issues:

- Rich analysis of current organisation and of managerial/leadership objectives, planning and implementing personal and business strategy in light of these
- Identifying strengths and weaknesses in personal performance (through self-reflection and/or feedback) and developing in response
- Planning for next role and identifying development needs
- Charting future career over 1-5 years

## Our Approach to Quality

### Accreditation

All our coaches undergo a rigorous accreditation process by ourselves leading to 'Master Coach' Status, which includes the following:

### Professional Development

Our unique professional development programme focuses on two aspects: coach specific training and business specific training. Our coaches have dedicated time throughout the year to engage together in development activities, including master-classes and dedicated time to share new techniques and innovative coaching approaches with other associates. This is in addition to the development that our coaches gain through individual learning and supervision.

### Client Satisfaction

Our supervisors carry out regular client surveys to obtain feedback on the impact of our coaching programmes. This non-attributable data is used in supervision sessions to help our coaches develop their skills and is reviewed by our quality team to ensure that we address any emerging training or development needs.

### Supervision

All our coaches operate with the benefit of regular independent supervision, which serves two purposes: quality assurance, to ensure clients are receiving the best possible coaching and skills development for the coach. Supervisors feed back to a dedicated quality management team any themes emerging from supervision that they believe we should address through our training policies and professional practices.

# Our Coaching Process

## Matching Meeting

Following an overview, we hold an introductory meeting with the individual to be coached in order to:

- Explain the process and possibilities
- Establish the individual's initial objectives
- Allow the client to experience the coach's style and approach first hand
- Act a chemistry check

## Session One

In our first coaching session we aim to:

- Gain an understanding of the client's goals and motivations
- Refine the objectives for the programme and draw up a coaching contract
- Agree any additional information that would assist in meeting the objectives. I.e. stakeholder interviews, multipoint feedback, leadership profile, psychometric tests etc.

## Session Two

In our second session we aim to:

- Review feedback from others, psychometrics and profiles as identified in session one
- Build an action plan for meeting the objectives
- Identify short-term wins

## Session Three Onwards

Session three onwards is aimed at putting the learning into practice, tracking success, reviewing the action plan, deciding what's worked and what hasn't and drawing conclusions for the future. We respond to individual's needs and learning styles. Interventions include some or all of the following:

- Raising self-awareness
- Planning for events
- Discussing & overcoming challenges
- Expanding understanding
- Brain-storming
- Committing to action

## Final Session

The final session is focused on reviewing the client's progress and planning for future sustainability, we aim to:

- Review against initial objectives
- Give transactional feedback, as agreed up front
- Plan actions for sustainability
- Identifying ongoing support where appropriate