

COACHING MODEL AND PROCESS

Coaching is the preferred choice of effective leaders who want to achieve greater success, personal and business performance goals, and personal fulfillment. It is individual, targeted and focuses on future possibilities and outcomes.

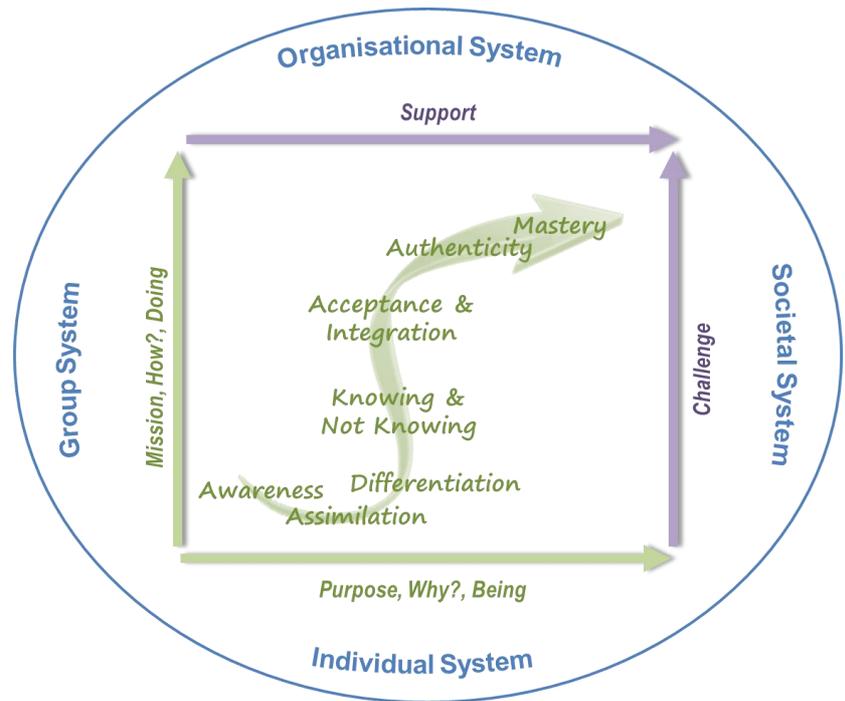
Leader Growth Model and Coaching Context:

Coaching is concerned with growth and development, leading to higher performance in work and life, and for many it is a journey of authenticity and mastery. Often, building greater awareness is the starting point, leading to more options and better choices.

Many paths and dimensions will be explored including: the assimilation and differentiation of new understanding and capabilities; becoming comfortable with both knowing and not knowing; makes choices of change and acceptance. This builds towards a more authentic leader, and development of mastery. The path is rarely single threaded, and more typically growth progresses in a spiral of development with subsequent cycles building on what has gone before.

The Coachee is often working with the duality of greater presence (Being) and achievement (Doing). The Coach will be both Challenging and Supporting – in service of the Coachee.

The coaching relationship exists within a number of System environments – Individual, Organisational, Group (family, social, ...) and Societal.



Many Leaders and Executives are already quite self-aware, and have developed tools and resources to meet a number of leadership challenges. These senior people often seek regular support to help them maintain excellence, peak performance, and balance – to thrive in a challenging and often lonely environment. They seek to build resilience and become more resourceful; to consider “now what?”, make meaning, and to develop

and communicate a greater sense of purpose. They value time to think, and benefit from challenge and honest feedback without a vested interest.



Coaching Programmes and Sessions are constructed around a cycle moving from preparation, through opening, exploring, action, ending, and reflection. The Coach works to build and honour the contract, is passionately curious about you and your environment, trusts your fundamental potential, and speaks the truth in service of you.

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Effective Coaching Programmes have a number of common characteristics

- Defined goals and outcomes
- “Measures” of change and achievement
- Coachee ownership and commitment to change / develop
- On-going support and commitment of client sponsor
- Continuous feedback to the coach
- “Being with” the client throughout the program, and beyond, rather than simply working in a transactional manner
- Clear boundaries, and a strong sense of safety and confidentiality

Each programme is tailored around five phases to meet the situation and individual needs of coachees and sponsoring organisations:

1. **Foundation.** One to one meeting between coachee and coach exploring the wider client (situation, beliefs, values, motivations, challenges...), and developing clear goals and outcomes. Tri-partied meeting between coach, coachee, and client sponsor - ensuring clear responsibilities, expectations and boundaries. Agreement between coach and client of how to work together, and final design of coaching program.
2. **Assessment and Awareness.** Knowledge of self and style, how others see us, and implications of style are key traits of the successful leader. Capturing objective and subjective/perceptual “data” can take a number of forms – self-inventory, psychometric assessment (e.g. emotional intelligence, motivators and values, derailing behaviours), 360 assessments or structured interview, live workplace observation or shadowing.
3. **Coaching.** Regular 1:1 coaching either face to face or by telephone, typically every 3-4 weeks, for about 1.5 hours. The agenda is primarily set by the coachee, from their goals, current situation, live events, ... This may be supported by in-between assignments suggested by the coach. Email and telephone support is included. Coachees are encouraged (and supported) to reflect on past sessions and in-between experiences, and to prepare for future sessions.
4. **Completion.** To review progress against goals, along with other insights, learning, development. Tri-partied completion review between coach, coachee and client sponsor, assessing outcomes against initial objectives. Ensuring that any support is in place to sustain change post-programme.
5. **Evaluation.** Coachees are continually encouraged to ensure that they are “on-track”, and are getting maximum value from the coaching programme. This is done informally as the coaching progresses, but also more formally about every 3 months, at the end of the programme, and 3 months after the conclusion of the programme. This covers both the coachees evaluation of themselves and their progress, as well as the effectiveness of the coaching and any changes to the way the coaching is conducted.

Additional 1:1 coaching sessions can be provided to help sustain change, or indeed to take it to the next level. If appropriate assessments can be repeated to ensure change is engrained and new behaviours recognised.

Intensive Situational Coaching Programmes are highly bespoke and designed to provide decision or critical situational support. They are normally conducted over a short number of days, incorporating relevant assessments, half or full day coaching and facilitation sessions, and may involve one or more coachees. Often more than one coach is used.