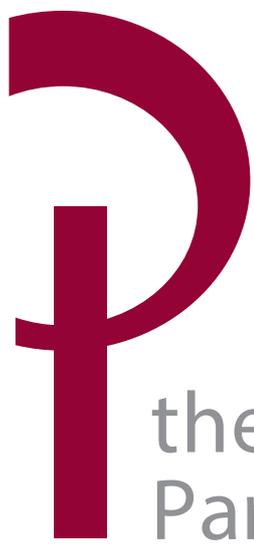


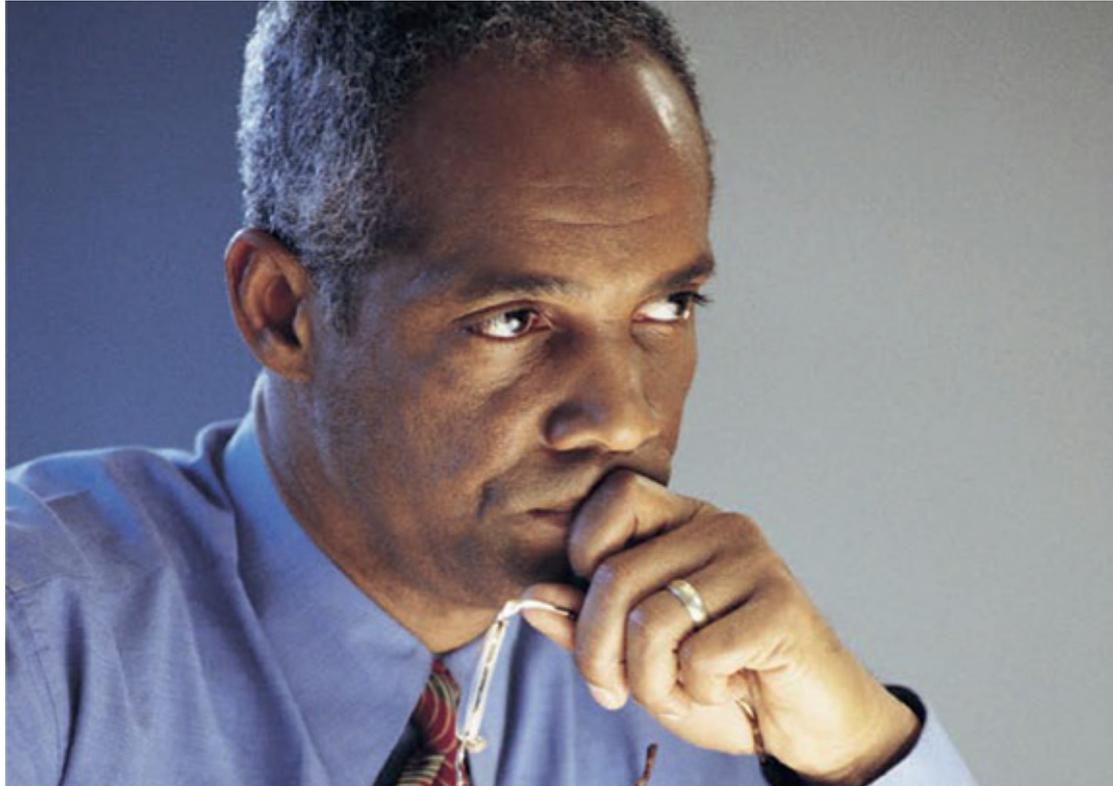


...What you can
aspire to be
...What your business
can achieve

A guide to Coaching for senior executives,
managers and professionals



the
Partnership



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Coaching enhances the motivation, performance, growth, development and learning of individuals and groups. It involves giving feedback and a number of other techniques including effective questioning and listening. It includes recognising the participant's readiness to undertake coaching, in terms of both their will and skill.

The purpose of this guide is to inform:

- » **business leaders,**
- » **commissioning managers and**
- » **participants in coaching programmes**

about the Partnership's expertise, credentials, over 30 years track record and methodologies in the field of coaching for senior executives, managers and professionals.

Our coaching philosophy (described in section 3 Page 5) defines all our work. Our practice delivers specific, behaviourally-focused coaching so that individuals and organisations can achieve improved results through their people.

Our clients confirm the effectiveness of coaching as a tool to accelerate the development of individuals and groups as well as the achievement of sustainable business results.

This guide sets out in detail how our team can help you and your people.



“ *My coaching experience as a new CEO of a high profile financial institution was just what I needed. By the end of our first session my inner confidence had absolutely soared. Instead of focusing on my undoubted shortcomings I was able to put them into perspective. My coach boosted my self-confidence so much.* ”

CEO of Commercial Bank

How coaching benefits you & your business

Enlightened companies around the world recognise that the development of their people is key to their competitive edge. Without it, the performance of their organisations will otherwise be impaired, both in the short and longer term.

Changes in behaviour and performance can be achieved more rapidly through coaching when compared to other methods.

Those that have invested in coaching have achieved significant benefits and advantages, for example:

- » Productivity improvements of between 20% and 48% (sources: various, including confidential client information).
- » Staff retention return on investment of up to 80%. This benefit is derived from fewer good performers leaving organisations. One of the main reasons why promising staff move to other organisations is because they are poorly led and managed.
- » Individual coaching achieving a six-fold return on investment compared to the cost of a training programme given to a group of executives (sources: various, including confidential client information).
- » A strong, positive contribution to business success.
- » A sounding board for developing strategies and tactics.
- » Enhanced competence, confidence, credibility and motivation.
- » Retention and identity within the organisation strengthened.
- » Development of key people for the future.
- » Encouragement and assistance in managing own development and career plans more effectively.
- » Better arguments developed and pitfalls avoided in making a business case or sales presentation.
- » Increased momentum for continuous personal improvement and progression.
- » Organizations that see the value coaching brings to their performance and engagement

“ My coaching sessions are something I really value. Exceptional questions, plus the mixture of support and challenge from someone I trust implicitly. I get so many new insights. I cannot put a figure to the benefit I get and quite honestly that is not how I evaluate the experience. ”

Group CEO of large family company

Our practical philosophy of coaching

Three **core beliefs** underpin our coaching:

- » The **performance and development** of people at work is critical to the success of every organisation. All organisations can realise more of the potential of their senior executives, managers and professionals. A greater number of talented people leads to better results.
- » Coaching and coaches can have **a significant influence on behaviour** providing the participant is motivated to change.
- » Coaching achieves change **faster than any other developmental activity**.

In practical terms this means that our approach to coaching is:

- » Work-related and business-centred.
- » Focused on the attitude (willingness) of participants and their behaviour (what they do and how they do it) .
- » Timely and measured.

What makes us different to other coaching organisations is a combination of these three applied in a professional way to get results for our clients.

Testament to these results is captured in the comments of some of our clients in this guide.

We undertake three specific types of coaching:

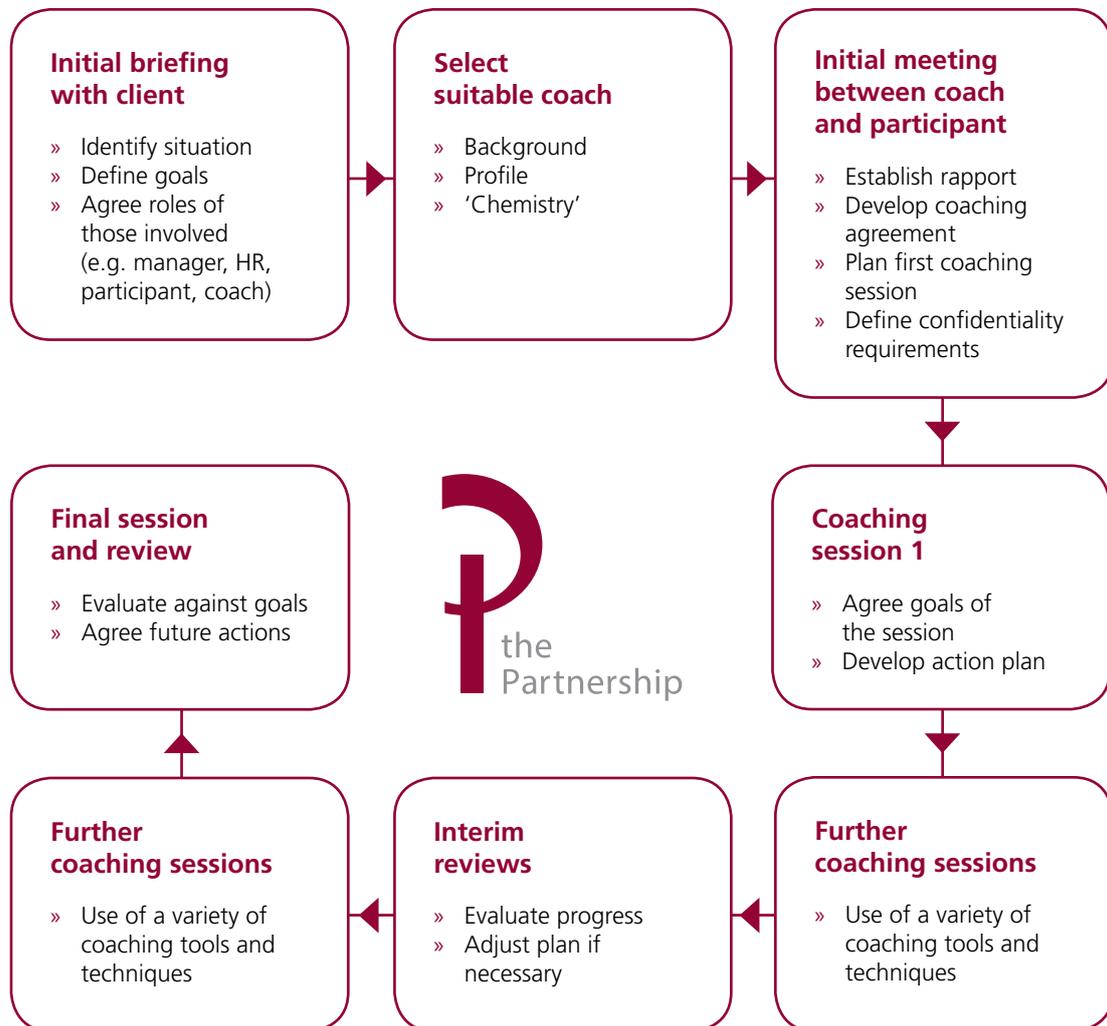
- » **Skills coaching** - usually related to a specific aspect of the participant's work, e.g. selling, presenting, running meetings, handling a performance appraisal interview.
- » **Performance Coaching** – wider in scope than skills coaching as it focuses on an individual in their present role. The purpose of performance coaching is to remove blockages to performance and/or unlock potential that the person could be using in their role.
- » **Development Coaching** – usually linked to helping an individual prepare for greater responsibility or to explore their current role more broadly.

In practice there may be some overlap in the types of coaching used in certain assignments.

Our **value proposition** can be summed up as:

*Our coaching **measurably increases the competence and confidence** of senior executives, managers and professionals for the benefit of themselves and their businesses.*

4 → Our coaching process



Tools and techniques

Examples of activities, tools and techniques we use include:

- » Discussion; feedback; observation.
- » Psychometric evaluation.
- » Rehearsal; practice; role play.
- » Use of video playback.
- » Scenario planning.
- » Shadowing.
- » 360 degree and other assessment tools.

We encourage participants to suggest which style of coaching might best meet their needs and personal behavioural style.





“ My coach has completely changed my understanding of coaching. The most powerful coaching has nothing to do with the importance of the coach or the coach having the answers or directing. That’s why we have to get away from the idea that in coaching a manager does something to his direct reports. Nothing could be less accurate. ”

CEO FMCG Company



“ The Partnership delivered a planned package of coaching into the heart of the business, ensuring that the people going through the development process fully understood, accepted and enjoyed the new ways of working. Every solution was configured to meet our requirements. ”

Sales Director - IT company

Selection, development and supervision of our coaches

Our goal is to recruit and develop the best coaches, supporting their progress and helping them to provide excellent coaching for our clients.

Coach selection process

- » A careful review of the candidate's track record of achievement, career history and relevant qualifications.
- » A behavioural interview conducted by a panel comprising directors of the company and one of our senior accredited coaches.
- » A practitioner test in which the candidate conducts a video-recorded one-on-one coaching session with a member of the panel focusing on a current business issue.
- » Psychometric screening.
- » The candidate delivers a presentation or short workshop on a business-related subject to help us check that they are fit for purpose, share our values and to learn about their personal chemistry.

Coach training and development

- » Every 6 months we hold regular sessions to hone our expertise, investigate new skills and techniques and exchange ideas.
- » Each Coach has an individually-tailored Personal Development Programme (PDP).
- » ...Which is reviewed every 6 months...
- » ...But remains the responsibility of the coach.

Coach supervision and standards

- » A mentor is allocated to each new coach who joins the Partnership. During their 3 month probationary period, regular two-weekly meetings are held to maximise their performance, to boost their potential and to monitor progress in developing their coaching skills.
- » The supervising mentors are the firm's senior executives and a selected group of our most experienced coaches.
- » Every coach has regular supervision from a more qualified and experienced coach supervisor from outside the company.
- » Regular discussions about standards are held with all coaches.
- » Regular input from clients and participants is crucial in informing our methods of supervision.



Our code of conduct, ethics and standards

We acknowledge the dignity of every person. We conduct our business in a way which respects diversity and promotes equal opportunity.

It is our prime responsibility to provide the best possible service to our clients and to act in a professional and ethical manner at all times.

Our ethics and standards

We subscribe to, and abide by, the code of ethics of the European Mentoring and Coaching Council which can be viewed at their website www.emcc.com.

In particular we emphasise:

- » That the confidentiality requirements of our clients must be respected at all times.
- » That prior to the start of any coaching assignment, clarity of roles is agreed.
- » The participant in the coaching process has the right to choose who should be their coach.
- » A coaching agreement between the coach and the participant. This agreement would include:
 - » Confirmation of who the client is in the agreement.
 - » Purpose and goals of the coaching assignment.
 - » Planned structure, content and length of the assignment.
 - » Role of the coach and role of the participant.
 - » Confidentiality requirements.
 - » Content and timing of progress reviews.
 - » Key elements of the process and the coaching tools and techniques to be used.
 - » Mutual expectations.



7 Other coaching applications

Our work with participants in coaching may focus on personal and business strategies, goal setting, career planning and development needs. Our priority is to align the programme to business priorities. However, there may be other organisational needs, for example:

- » Coaching for potential.
- » Coaching for change of role, for example the first 100 days in a new assignment.
- » Coaching for personal effectiveness.
- » Coaching for leadership.
- » Coaching geared specifically to the Sales environment.

In addition, much of our work is tailored to other needs and strategies, including:

- » Team coaching.
- » Coaching seminars.
- » Coaching workshops.
- » Introducing a coaching culture into the organisation.
- » Reviewing existing coaching activities.
- » Mentoring strategies.
- » Implementing a corporate mentoring programme.
- » Accreditation of coaching leaders (see our Coaching Leader website www.thecoachingleader.co.uk)

For further details about any information in this guide or to discuss your organisation's needs, please e-mail mail@the-partnership.com or visit our website: www.the-partnership.com





...delivering measurable and sustainable benefits to clients, focused where their business strategy and people performance combine

*Our coaching **measurably increases** the **competence and confidence** of senior executives, managers and professionals for the benefit of themselves and their businesses.*



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