

# Individual coaching enables growth and maximises performance

Offering coaching to high potential team members drives up their performance and growth, simply by allowing them the space to embrace challenges and overcome barriers.

**Coaching is a partnership between coach and client. The coach enables their client to get the best from themselves by enabling them to fully utilise and develop their skills and experience in order to succeed.**

It is a very reasonable assumption that the people valued in an organisation are the people who are driven to grow, thrive and be the best they can be. Along with their skills and experience, it is their drive to develop themselves that makes them a valued member of the team.

Often these people are provided with mentorship from someone more experienced than themselves. Mentorship is the guidance, direction and advice that is given by someone who has walked their steps before them. Mentorship sounds like:

- “When I was in your shoes, this is the choice I made.”
- “When I faced this problem myself, this is what I decided to do.”
- “I’ve dealt with a client like this before; this is what you need to say.”

Mentorship is exceptionally valuable, because it offers the person advice, a shortcut to gaining experience and a great deal of encouragement.

Coaching is different, in that the client is in the driving seat. Where a mentor will tell a person what they would do in a certain situation, a coach will enable them to find answers for themselves. Coaches are really detectives. A client comes to us with a certain challenge, or something they need to fix. We ask questions that enable them to identify their challenge or problem in great detail. We then help them to reflect and to build for themselves an action plan for moving in the direction they want to go. This way they gain self-confidence.



# Coaching is a regular conversation where the coach asks questions of the client in order to uncover both challenges and solutions.

Client/coach relationships generally last between 4-6 hour-long sessions, often held weekly. Over that time the problem or challenge is opened up and explored, and then an action plan is formed by the time the intervention ends.

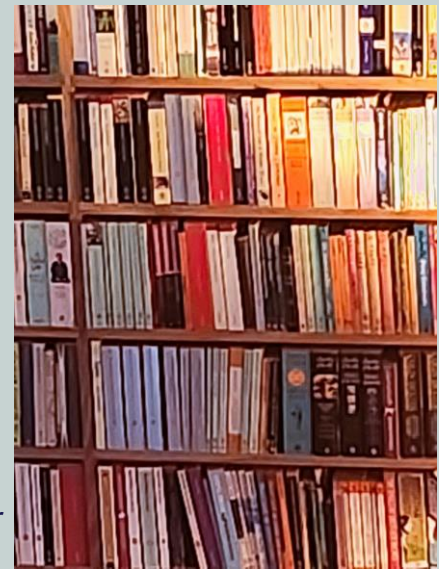


When people face a challenge, often they have what they need in order to face and overcome a difficulty or to find a pathway forward.

*However, so often they don't know where to start to look. They have a wealth of experience, knowledge and skill that they need to access, but so many other things can get in the way of them accessing what they need. Work, life, feelings, memories, self-doubt, and countless other distractions prevent them from seeing their path forward.*

If our minds sometimes look like piles of books, coaches are librarians! We enable clients to sort through their experiences, knowledge and feelings. These can then be examined, coded and categorised. We empower our clients to look critically at what they have buried within their brains. Where there are gaps on their shelves, we then enable clients to create the strategies for filling them.

Every time a person is coached, their *"internal filing system" improves and their ability to make decisions grows.*



Because we don't have a "one size fits all" process in place, we're going to illustrate what coaching can achieve through four examples.

# Coaching case study 1

Someone who was relatively junior was offered coaching because their work was taking them far too long. They were getting knotted up in details and having to put back deadlines. When they did deliver their work, the key points they wanted to make were buried in the details.

In coaching, the following was identified:

- ❑ They were afraid to make mistakes, because they felt their work had been sloppy in the past.
- ❑ They were afraid of saying the wrong thing and looking stupid.
- ❑ They didn't feel they knew enough about their job to not take pains with the details.

Through careful examination, the individual realised that their fear of being “sloppy” came from one specific experience. They learned to take that experience as a key learning, rather than something to fear. They came to understand that they were a “big picture” person who has learned to work in great detail, which they could celebrate. They found ways to work “smart” and to focus on key details, rather than sweat every detail, every time.

## Coaching outcomes

### For the individual:

**Short-term:** Reduced hours wasted, reduced stress, increased attainment.

**Long-term:** Confidence in ability to combine details with the big picture, leading to increased gravitas.

### For the organisation:

**Short-term:** Less stress on the individual's manager and on the processes

**Long-term:** Retention of high-quality individual who can positively flex into other areas

## Coaching case study 2

As senior leader came for coaching because they felt they had lost their way. Having worked extremely confidently in one particular area of the business, they were now heading up two or three separate areas. They were struggling, in their self-assessment, to gain traction in any area and felt despondent about their contribution.

In coaching, the following was identified:

- ❑ Their self-confidence and professional self-image was completely bound in their ability to take responsibility for their deliverables and to drive them through.
- ❑ They felt their influencing skills were weak, with one particularly problematic relationship. They felt “small” when trying to influence that person to follow through on their promises.
- ❑ They didn't feel good enough about themselves to even look for another job.

Through careful examination, the client realised that they had not identified what “good” looked like for them. They understood the deliverables of the teams they led, but had not considered how their own influence related to those deliverables. They also decided to add a string to their bow in the shape of a deficiency in relation to their leader group.

### Coaching outcomes

#### For the individual:

**Short-term:** A sense of direction and of purpose, and a reconnection with their professional identity.

**Long-term:** Enhanced influencing skills, connected to an ability to influence a wider range of people.

#### For the organisation:

**Short-term:** Better outcomes from work done by the teams led by the individual

**Long-term:** A reinvigorated valuable member of the team, back to being their best.

## Coaching case study 3

Not all coaching results in obviously positive results, but that doesn't mean that coaching does not lead to the right outcome. In this case the outcome was right for the individual and for the organisation.

Someone was sent for coaching because they were struggling with motivation. They had previously been considered "one to watch", but the quality of their work had seeped away and they were frequently late with deliverables. There was nothing obviously wrong, so rather than tax a hard-pressed manager, they were directed into coaching.

Coaching uncovered that they were bored with their work. They felt they had been passed over for promotion, and they could only see monotony going forward. When challenged, however, they knew that they had not been "passed over", but more that they had not demonstrated the next level of responsibility and thinking required in that team.

The outcome was that they chose to leave the organisation. They didn't actually want a promotion, because they didn't enjoy the work. They had some ideas for becoming self-employed and we even gave some time to this in coaching, to help them to narrow down their options.

### Coaching outcome

We believe that organisations should strive to keep the talent they value and to enable their people to grow and thrive. However, when that is not possible, the next goal on the list is to have "good leavers". Good leavers leave positively and will still speak highly of your organisation in the marketplace.

## Coaching case study 4

We do most of our coaching within organisations, but each of us does speak to private clients occasionally who have come to a career crossroads.

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# MBTI and CliftonStrengths can create a strong framework for individual coaching, depending on the challenges faced.

People bring all manner of challenges to coaching. Sometimes they are focused purely on future growth, while occasionally they are focused on how they fit into the organisation and work positively with others.



- Provides a framework to describe similarities and differences in the way we think, work and deliver.
- Enables people to appreciate other points of views and ways of working.
- Helps people to understand what they feel stressful, and how they behave when under stress.
- Can result in concrete ways to reduce stress, increase comfort and drive-up performance.

CliftonStrengths®



- Provides a framework to understand our unique contribution to the world.
- Shows us what we find easy, and what we find more challenging.
- Enables us to overcome challenges, either by changing how we use our own talents, or by leaning on others who find tasks easy that we find hard.
- Creates an ever-evolving set of personal goals that enable us to maximise our potential.

The use of MBTI and/or CliftonStrengths depends on the individual and their situation. As a “rule of thumb” these tools are particularly useful in situations where people are seeking to interact more positively with others, and where they are seeking to grow professionally and transform their level of seniority.



# We operate a variable pricing model when offering coaching within organisations.

In coaching, the individual is the expert on their situation and the coach is simply allowing them to examine their situation and determine their way forward. If you have one or two individuals that you think will benefit from this exercise, you can commission us to deliver coaching at a cost of £450 an hour. A standard coaching intervention last 4-6 weeks, so £1,800 to £2,700 per person. Many coaches charge more, but that does not mean that they are more experienced or achieve better results. It's purely that we price fairly for SMEs.

It can also be a terrific choice to offer coaching to a number of people in your organisation. The individuals are still their own experts, but we can develop a deeper understanding of the workings of your organisation, allowing us a deeper understanding overall that benefits everyone in the coaching programme. For this we offer a reduced rate per hour, depending on the number of individuals you choose for coaching and their level in your organisation.

## Organisation-wide MBTI programme

Having held the initial discussion, we will consult with you if we believe MBTI will help the individual in coaching. For this we “step out” of the coaching arrangement and follow the official process for determining Type and ensuring understanding of the tool.

**MBTI test per person (20-30 minutes): £60 (+ VAT)**

**MBTI debrief per person (2 hours): £400**

## CliftonStrengths coaching

Having held the initial discussion, we will consult with you if we believe CliftonStrengths is the right tool to achieve the transformation required. Again, we follow a prescribed process, but the debrief forms part and parcel of the coaching process and will not form an additional cost outside the coaching arrangement.

**CliftonStrengths test per person (20-30 minutes): £60 (+ VAT)**