

Leadership and Coaching

# LEADERSHIP COACHING

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# WHAT IS THE PURPOSE OF LEADERSHIP COACHING?



Leadership coaching provides you with the support, skills and tools to develop yourself as a leader, strengthen your relationships and achieve outcomes that matter.

Leadership coaching is comprised of one-on-one (or in some cases small groups) coaching conversations between you and the coach. Coaching is tailored to your individual needs and focuses on actual challenges and opportunities you face, taking into consideration where you want to develop and what your organisation needs from you. Most highly successful leaders use coaches, just as elite sportspeople do.

Leadership coaching typically addresses a number of areas, such as: leaders wanting improvements in their own or their staff's performance; meeting challenging KPIs; increasing influence; building commitment and engagement within their organisation or team; and leaders wanting more satisfaction in their career. Coaching is typically conducted over several sessions, resulting in sustained improvement.

We do our best work when exploring with you what seems out of reach but would be a fantastic and meaningful outcome and working with you over time to achieve it.

Coaching is both for people in formal leadership positions and for those who aren't in formal leadership positions but who want to exercise more leadership and build their knowledge and skills.



DISCOVERY



CHALLENGES



PLANNING



GOALS

# WHAT IS THE PURPOSE OF LEADERSHIP COACHING?



## What is the role of the coach?

The role of the coach is to help facilitate learning and support. A critical role for the coach is to create a learning environment that is both supportive and challenging. Coaches spend a lot of time asking questions and listening for issues and opportunities that may not be immediately apparent. The coach is not an expert on how to do your job, but very good at asking questions and offering insights that get to the heart of an issue and helping to facilitate a way forward. The coach also brings skills and frameworks related to communication, business development, leadership and strategy that can be applied in any organisational setting.

## What is your role?

Having a coach is not a passive activity. The more you put in, the more you get out. This includes:

- Being open with your coach about the things that challenge you the most.
- Being prepared to consider challenging questions and to listen to perspectives from the coach.
- Following through on your actions between coaching sessions.
- Sharing any concerns to the coach. For example, about what is working and what isn't working. This helps the coach make it work for you.

## What is the role of your manager/sponsor?

Coaching usually gets the best results when your manager/sponsor and coach work together to support you to achieve your goals. This usually means having your manager/sponsor involved early on and at the end.

## How does it work?

Prior to commencing coaching you will need to respond to 3-4 questions about what you want from the coaching. There is an initial meeting with you to discuss what's important for you, your staff and stakeholders including where you want to develop as a leader. Once we have clear objectives, we usually recommend a conversation with you, your coach and your manager/sponsor for input and support. In some situations, we recommend a 360 to get a more accurate picture of your strengths and development areas.

The coach and you would then meet periodically to discuss challenges and opportunities and that would help you to respond in a skilful way. Coaching sessions also involve reflecting and learning from actions in between sessions, and in some cases preparing for conversations.

## What is our methodology?

Our work draws from a range of disciplines and starts with the premise that a leader's success is determined in a large way by the quality of conversations and relationships that a leader has with his or her people, colleagues, clients and stakeholders – to coordinate work, build relationships, facilitate learning and influence outcomes. Moods and emotions are always impacting the quality of conversations, actions and decisions and we provide tools and practices that help build emotional intelligence and to skilfully navigate moods, so that you are being the best version of you most often. We also place importance on the leader being connected to and informed of changes in the market and economy to ensure that the organisation is well placed for future business opportunities and to mitigate risks.

We recognise that learning new habits takes time, focus and support. It is important to allow for this for the coaching to be successful.

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## How do you know coaching has been successful?

One test of success is achieving the objectives established at the start of the engagement. Having said that, some objectives change through the duration of a coaching assignment and we need to take that into consideration. From our perspective, it is also important that our clients are more skilful in observing themselves and are leading with improved effectiveness, confidence and satisfaction.

Other benefits could be:

- Greater effectiveness in having your team coordinate and deliver work;
- Greater sense of purpose and satisfaction at work;
- Enhanced awareness of strengths, development areas and self-confidence;
- Improvements in the quality of thinking and decision-making;
- Better able manage moods and emotions;
- Improved listening skills and ability to understand and anticipate concerns of others;
- Improved communication and the ability to be influential, especially in dealing with challenging circumstances and people;
- A greater capacity to have constructive conversations that build productive relationships and achieve task outcomes; and
- Improvement in well-being and a reduction of stress.

## What is the time commitment?

The time period of coaching is very much dependent on the nature of the engagement. Experience tells us that real progress can be made over a 4-6 month period.

## Session cancellation policy

We understand that our clients will need to change times occasionally. We aim to be as helpful as we can. For sessions that are postponed or cancelled within 24 hours, a 50% fee will be applied.

## Are the conversations confidential?

Yes. The coach has an obligation to you to not reveal any confidential details about our conversations, unless permission is provided by you. Your manager/sponsor needs to know and have input into the goals of the coaching, and we often involve them in a conversation with you present to get clear on this. We will communicate with you and your manager/sponsor if we don't believe that the coaching is working for you. We will also inform your manager/sponsor if we believe that there is a significant risk to your well-being or the well-being of others.

