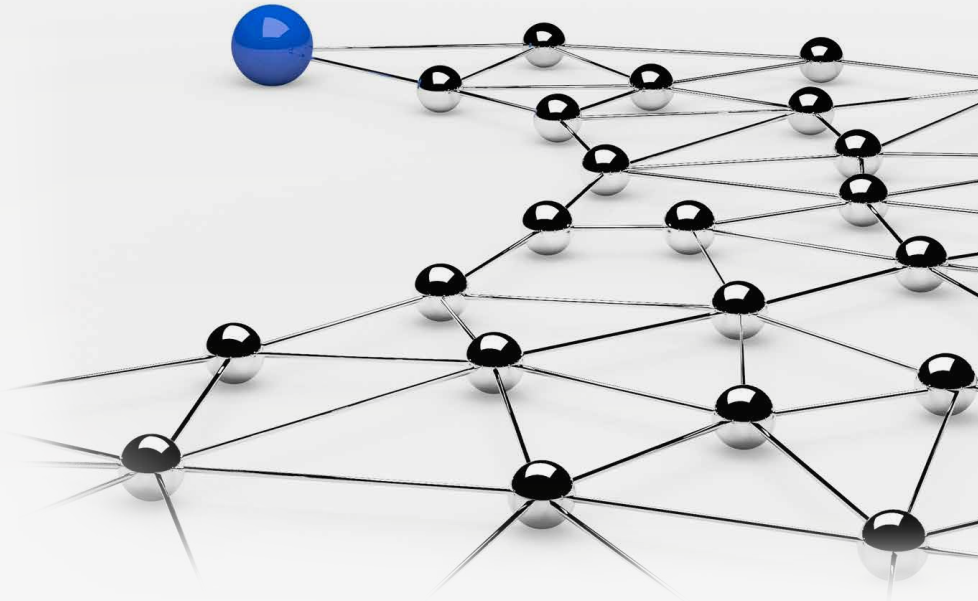




Coaching in practice:

A pathway to
individual and
organisational
success



Coaching is often misunderstood, seen as a soft option for dealing with poor performance or associated with people unable to deliver independently.

At JSB we hold a different view; the purpose of coaching is not to turn an individual inside out or to always expect a dramatic change. A medium to marginal shift can have considerable individual and organisational impact.

At JSB we believe in an individual's ability to work through their identified challenges. Coaching can be a valuable mechanism to unlock potential, or mobilise inertia, triggering a drive to change. With the appropriate balance of empathic support and measured challenge, push and pull, most individuals will find their own 'breakthrough' solutions.

Coaching can be a valuable mechanism to unlock potential or mobilise inertia

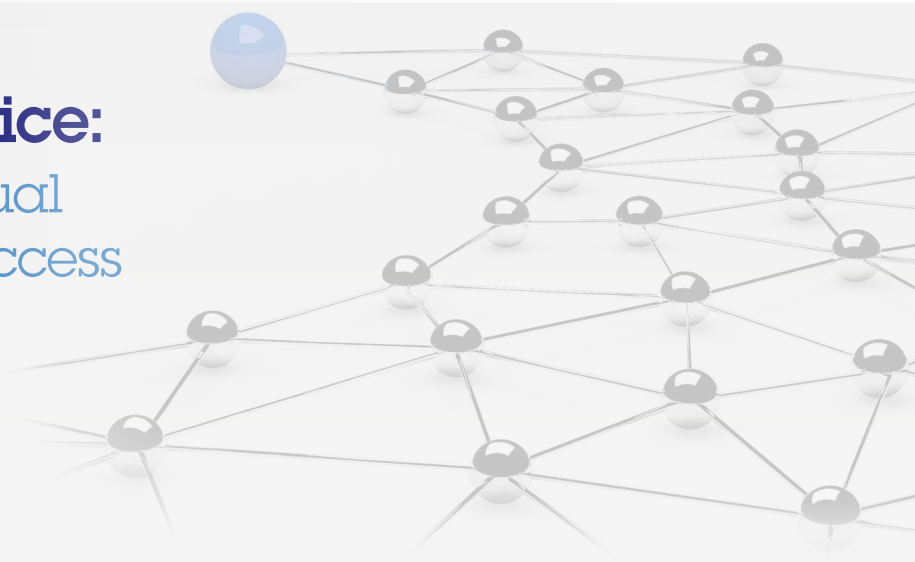
Our position on coaching and our methodology have been formed with the following principles in mind:

- The coaching relationship is totally 'client centred' meaning the pace and outcomes are broadly driven by the individual. However, where necessary the process should challenge an individual's readiness and willingness to change, ensuring there is an underlying rigour to the process
- Core to the approach is a belief that 'we bring ourselves to work' – people are inherently the same in and outside of business. However, people often perform under stress at work in order to deliver. If a person is having to stretch themselves continually to manage the day-to-day this can become untenable, creating performance concerns
- Coaching is based on partnerships with both the organisation and the individuals, ensuring there is alignment between individual and business objectives
- Coaching includes empathic yet courageous conversations drawing attention to blind spots, encouraging individuals to confront previously held 'truisms' or in psychological language cognitive blocks: 'I am just not great at detail...'
- It can be sticky – coaching should at times feel uncomfortable but always safe
- It's not all about 'chat'; great coaches provide content, tools and techniques to change self-limiting behaviour
- Coaching is not a siloed activity outside of day-to-day work, but rather it needs to seamlessly support 'real-life' working challenges, and transform behaviour and activity on the job
- Ultimately, coaching drives performance and therefore results need to be measurable and demonstrative
- Coaching works on both individual and organisational development levels, the former often throws light onto organisational dynamics which contribute to any one individual's issues or barriers to progress

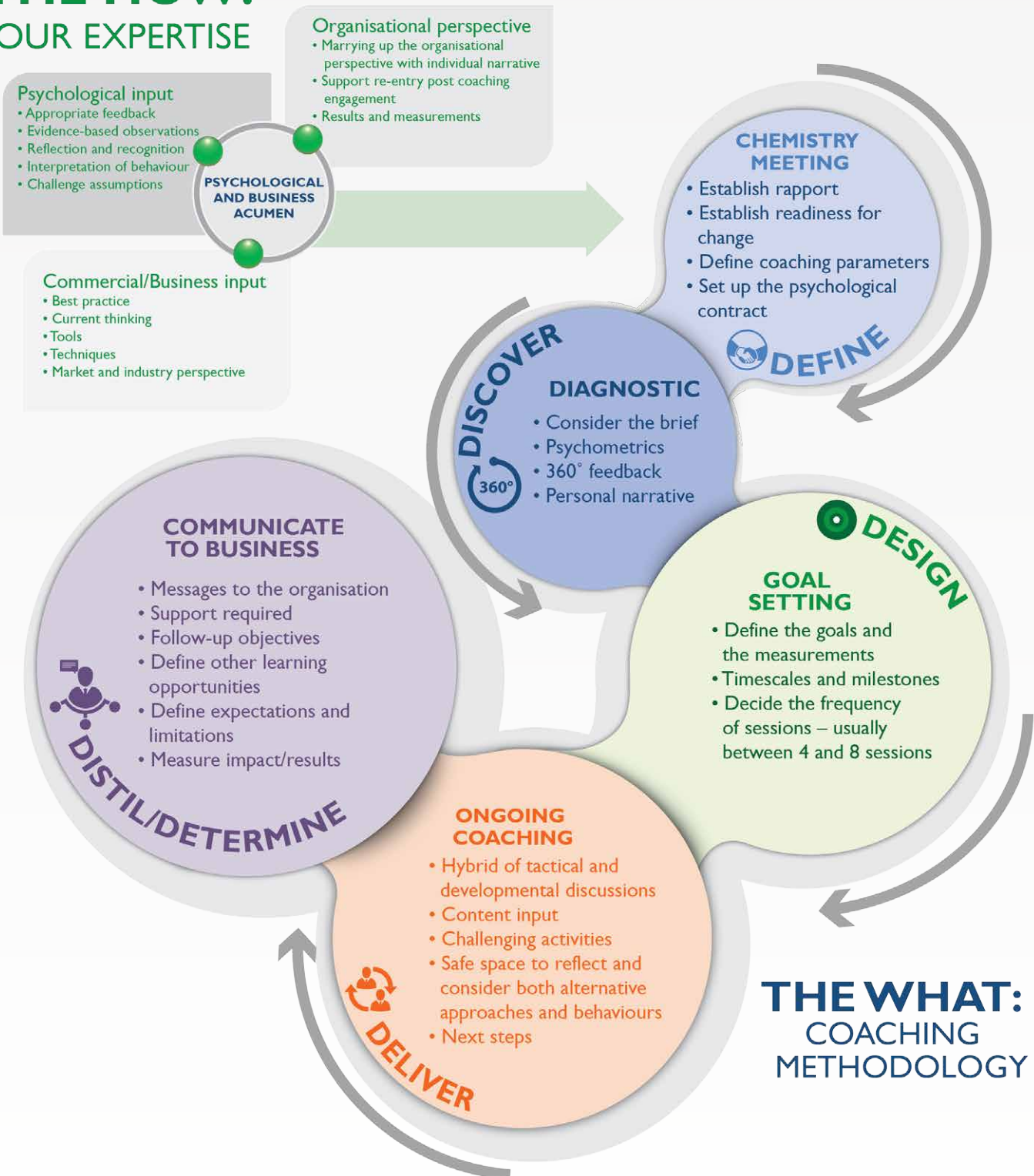
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Performance coaching: our methodology



THE HOW: OUR EXPERTISE



THE WHAT: COACHING METHODOLOGY

Coaching in practice:

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When and how should coaching be used?

Coaching can be applied to a number of developmental scenarios and is used as either a stand-alone solution or as part of a holistic programme of activity. Listed below are 4 standard applications of coaching in business. While the 'how' of the methodology does not differ for any intervention – the 'what' may well do depending on the desired outcome. The consistent thread throughout all coaching is based on the principles explored earlier.

1. Leadership Development

NEED

Coaching is often used in leadership development as part of a broader training initiative or as a separate intervention. As people grow in their roles and progress through an organisation, learning needs become more specific, and as idiosyncratic as the individuals themselves. While large-scale training programmes are very useful for transferring generic management skills, there are often subtle adjustments to be made at a very senior level that are better managed in a confidential, one-to-one environment.

The need for coaching in this context is often identified through '360° feedback', by other senior colleagues or feedback from a client or customer.

Examples of common areas explored by senior leaders are as follows:

- Great technical experts, but not natural people managers
- Specific interpersonal skills — e.g. communication, motivating their team, or being 'appropriately assertive'
- Building internal visibility and promoting oneself or function area
- Networking and business development

BENEFITS

Coaching at a senior level has great impact as it allows individuals to explore their limitations and share their concerns in a safe and confidential space. Senior leaders often have difficulty exposing vulnerability with peers or in groups, and see their areas of development as unique and context specific.

The coaching relationship enables the following:

- Builds highly-tailored activity focussing only on an individual's needs rather than collective issues
- Creates bite-sized learning – anywhere between 1-3 hours at a time and can be delivered face-to-face or virtually
- The coaching relationship enables the leader to accept challenge and to experiment with behaviours, techniques etc. outside of their natural comfort zone with privacy and discretion
- Supports senior people who are often faced with extreme demands and pressures – and have little outlet in the work environment to manage their stress/ emotions

2. High-potential development

NEED

Similar to senior leadership development 'High Potentials' are often prioritised with developmental activity. Those on a fast track have been identified by the organisation as possessing specific areas of potential, however, the key word here is 'potential'. Coaching is one of the tools often employed to unlock this potential. Senior management is often willing to invest more heavily into key talent hoping that they will grow their careers within the business.

Typical coaching areas we focus on with 'HPs' are as follows:

- Increasing self-awareness and impact on others
- Organisational politics and stakeholder management
- Innovation
- Coping with change
- Business development and broader consulting skills

BENEFITS

Working with talented people is often rewarding as they are open to development and keen to improve and grow. Organisations expect to see a rapid ROI with this population as often they are highly visible and any learning solution for this group is coveted by others.

The expected outcomes are as follows:

- Increased commitment to the business as a result of the attention and focus on their development
- Accelerated career progression within a role or a quick move to the next role
- Cascading learning to peers, teams and colleagues as they are quickly able to acquire knowledge and apply skills



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3. Transition coaching

NEED

Transition coaching can be pivotal whenever an individual experiences a significant change in their career or life. New opportunities and changes can increase anxiety around performance and this often requires a sensitive approach. Individuals tend to request coaching as a means of support while they transition into a new challenge or experience a sudden change.



There are common types of transitions where coaching has been proven to be extremely helpful for example:

- Change in role
- Change in company
- Return from maternity leave or other significant career break
- Sudden promotion or increased responsibility, such as taking over an area of the business unexpectedly
- Redundancy

Even when the transition is seen as positive, such as a promotion, an individual may not feel ready or able to cope with increased responsibility. This in turn can lead to fear and a concern of being exposed – 'imposter syndrome' – 'it's only a matter of time until the business/client realises I don't know a thing!'

BENEFITS

- Increased confidence in ability to cope with new responsibility
- Increased ability to deliver on objectives of new role, job or project
- Retention of talent in particular with those returning from maternity leave
- Sustained calm as others, or a team, acclimatise to new changes

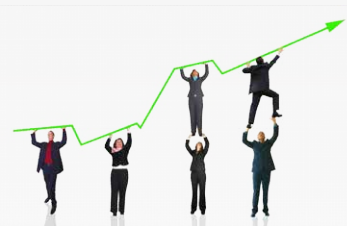
Coaching can be many things – empathic, courageous and sometimes uncomfortable; but when used effectively it is a powerful tool for leadership development, unlocking potential, facilitating positive change and enhancing performance management.

Based on a partnership approach, coaching ultimately drives performance at both individual and organisational level, producing measurable results. In these challenging times for businesses and employees, coaching can help both achieve and sustain success.

4. Performance management

NEED

This is an area where coaching can make or break results. Organisations often turn to coaches to help support severe cases of poor performance in an effort to help the individual turn things around. There are times when a great performer experiences a 'blip' in their career and begins to under-perform for whatever reason, sometimes personal. Organisations often rightly so feel a sense of loyalty to the individual and turn to coaching as a solution to help the individual 'get back on track'. Coaching in this case has very clear objectives and a transparent triangulation of dialogue between the coach, coachee and the organisation. Individuals are often given a short time frame to shift both behaviour and perception with very measurable outcomes usually aligned to performance objectives and or feedback from their appraisal.



BENEFITS

Performance coaching is quite different to other coaching applications as it works at quite an intense level, resulting in multiple dynamics. As so much is at stake, individuals can be highly motivated to change or conversely are demotivated and resistant. The role of the coach is to challenge the individual to explore the performance areas and concerns with both objectivity and engagement.

When this is done successfully the results can be truly transformational, consequent benefits are as follows:

- Rebuild the individuals' career
- Transform organisational perceptions of under-performing individuals
- Increase motivations and engagement
- Break through insight allowing the individual to often surpass expectations

About JSB

We are learning and organisational development consultants. We help people and organisations build and sustain outstanding performance through learning, development and consulting services, plus we offer a range of open courses, conferences and seminars. Working internationally, our capability to integrate people and organisational development, and transform the latest thinking and best practice into practical solutions delivers exceptional results. To learn more about how we can help you, visit www.jsbonline.com or call us on 020 8371 7000