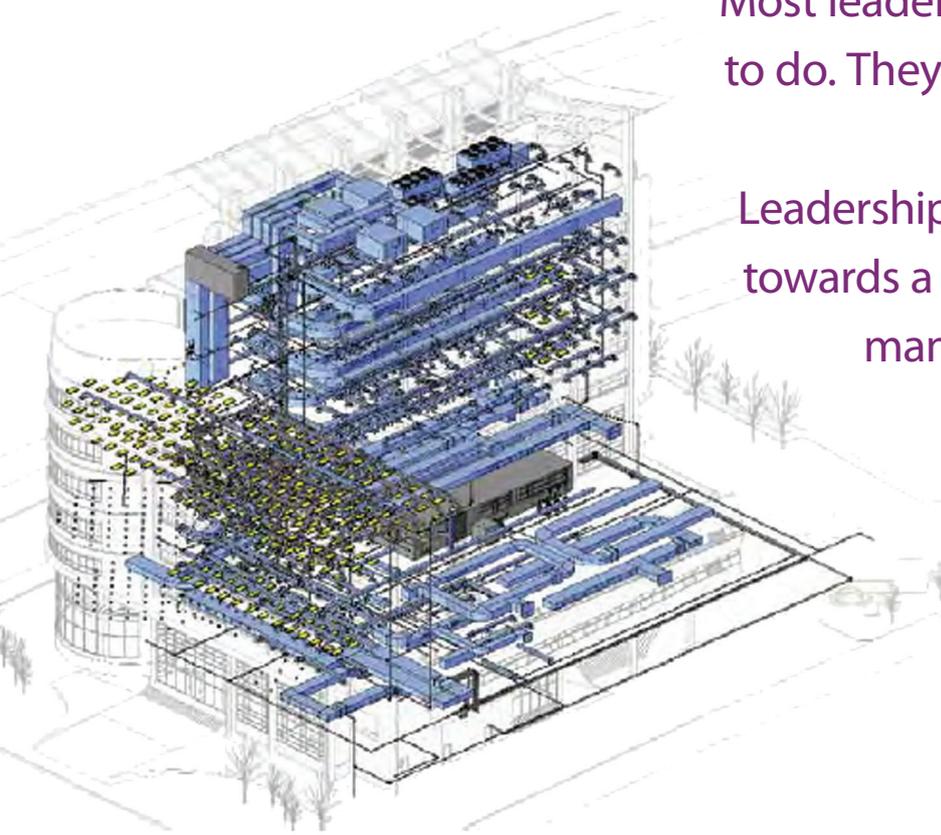


Constructive Coaching Process

Behavioural Change for Executives

Most leaders don't need to learn what to do. They need to learn what to stop.

Leadership involves directing people towards a vision **while** letting go of management.



"Your coaching has enabled me to take a step back from just 'doing' my job and enabled me to spend time thinking about how to do it better. This is something that I could not have achieved in such a short time period without your assistance. By focusing on my poor delegation skills, I have gradually been able to curb my naturally controlling nature and enabled members of my team to flourish. This has not only reduced the burden on myself, but resulted in the team increasing average productivity per employee by 40% since the coaching began".

Andy Passmore, Director BWB Consulting

Constructive Coaching Process

Behavioural Change for Executives

Aims:

To provide a relevant development process that helps transition executives from capable manager to accomplished leader.

The ConstructiveCoachingProcess™ (CCP) is a method of executive coaching developed to deliver behavioural change - because this is the area that has the greatest impact on an executives results and success. Specifically, the CCP will consist of the following steps that are typically carried out over the course of 12 – 18 months (See appendix 1 process illustration):

Selection Phase

A 360° instrument is the principle source for identifying those leaders that would greatly benefit from coaching. It is important that the leader be involved in this step so that she/he accepts the assessment results as valid and will not be likely to dismiss or discredit the feedback.

Implementation Phase

Step 1 - Establish Leader Buy-In
Leaders are more responsive when they set their own goals. During this step, the coach guides the leader through the process of defining the characteristics and qualities that are important for a leader in his/her position.

Step 2 - Review Assessment.

This step involves reviewing the 360° with the leader. If appropriate, the coach can conduct interviews with selected stakeholders to provide additional input.

Step 3 - Determine Key Behaviour(s)

Using the assessment report, the coach

guides the leader to determine which one or two behaviour shifts that will make the biggest positive change in effective leadership .

Step 4 - Determine Stakeholders

The executive and the coach agree which 360° assessment contributors should be the key stakeholders (individuals who are committed to the leader's development and willing to provide suggestions of modified behaviour.) Once the leader has identified behaviour(s) and stakeholders, they are validated with the leader's manager (and/or HR).

Step 5 - Validate Stakeholders and Behaviours

Both the determined behaviours and stakeholders are validated with HR and or the line manager.

Step 6 - Enroll Stakeholders and Collect Positive Suggestions

The first step is to enroll the key stakeholders, which happens only once during the CCP. The second step is to collect from the key stakeholders suggestions on how to improve the executives behaviour. The value of these steps is very clear. When people identify and articulate goals, announce these goals to others and involve colleagues in helping them improve, positive and measurable change is more likely to occur – for all concerned.

Step 7 - Develop Action Plan

The coach and leader develop an action plan with specific and measurable objectives based on suggestions of the stakeholders.

Step 8 – Facilitate Follow-up

Each month, in the leader's 15 minute

conversation with stakeholders, he will ask for feedback on his performance over the last month and then ask for positive suggestions. Depending on the stakeholders' suggestions, the coach works with the leader to adjust the action plan.

Step 9 – Review Results

In addition to the informal follow-up conversations (leader-stakeholder, leader-coach and coach-stakeholder), more formal methods of assessing progress, called mini-surveys, are conducted at appropriate points in the engagement. After the final assessment at the end of the coaching engagement, the coach and leader determine how the leader can continue applying the steps of the CCP without a coach as they identify new behaviours they want to improve.

Behavioural Coaching Investment:

Our focus is on measurable changes in behaviour that lead to significant business results. The process and pricing structure reflects this set of values:

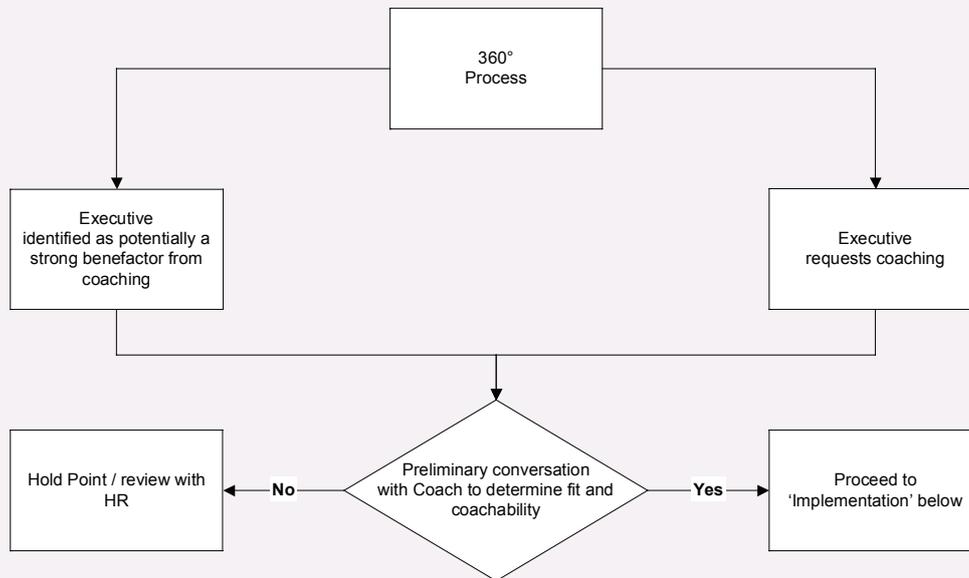
- 1: A monthly retainer of £500 providing 2X 40 minute coaching calls with the client and a further calls with stakeholders as appropriate.
- 2: The completion payment to be made at the end of the coaching engagement. (This amount will have been agreed at the beginning.

An indicative range would be £7k - £19k as a reflection of the value to the organisation on the realisation of the behavioural shifts and agreed objectives).

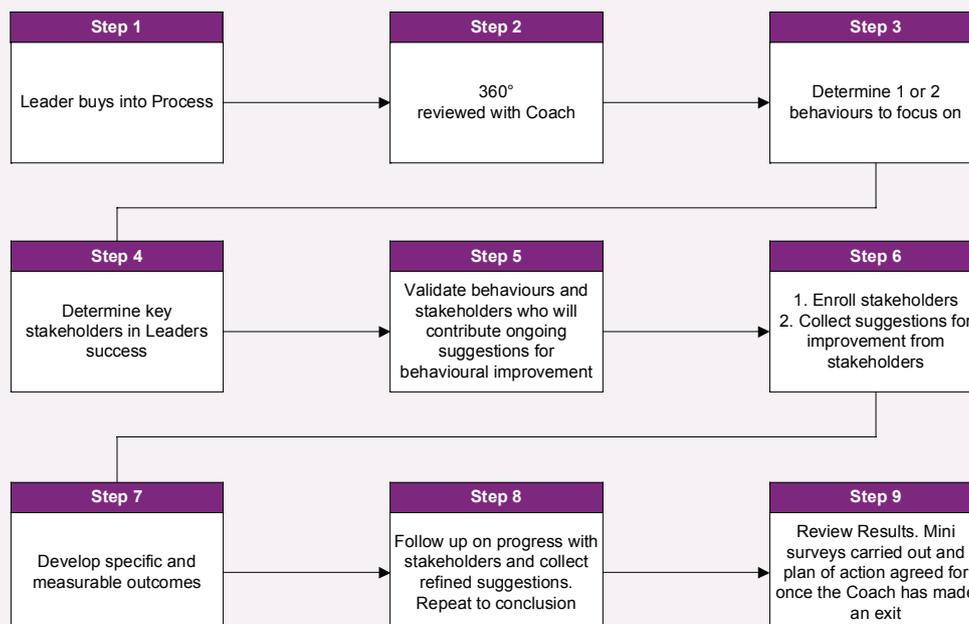
Constructive Coaching Process

Behavioural Change for Executives

Preliminary Selection of Coaching Clients



Implementation



Appendix 2

“Most leaders don’t need to learn what to do. They need to learn what to stop.” *Peter Drucker*

Leaders get credit for doing good things—rarely for ceasing to do ‘unhelpful’ things.

Here are the typical behaviours that hold most people back. They are rarely flaws of skill, intelligence, or personality. They are learnt challenges in interpersonal behaviour, often leadership behaviour. They are the everyday blips that make the workplace less productive. Their impact is mainly unobserved by the perpetrator.

- **Winning too much:** The need to win at all costs and in all situations—when it matters, when it doesn’t, and when it’s totally beside the point.
- **Adding too much value:** The desire to add our two pence to every discussion.
- **Being too helpful:** Trying to please everyone and ending up pleasing no one.
- **Withholding disappointment:** The unwillingness to be straight and let people know where they stand. Avoiding Contention.
- **Making destructive comments:** The needless sarcasms and cutting remarks that we think make us sound witty.
- **Starting with “No,” “But,” or “However”:** The overuse of these negative qualifiers which secretly say to everyone, “I’m right. You’re wrong.”
- **Telling the world how smart we are:** The need to show people we’re smarter than they think we are.
- **Micro management:** Refusing to trust people and to let go of management detail.
- **Negativity, or “Let me explain why that won’t work”:** The need to share our negative thoughts, even when we aren’t asked.
- **Popularity first:** Avoiding difficult decisions in order to maintain popularity.
- **Failing to give proper recognition:** The inability to praise and reward.
- **Playing small:** Failing to value our own opinion and pushing it to the sidelines.
- **Making excuses:** The need to reposition our annoying behaviour as a permanent fixture so people excuse us for it.
- **Refusing to express regret:** The inability to take responsibility for our actions, admit we’re wrong, or recognise how our actions affect others.
- **Not listening:** The most passive-aggressive form of disrespect.
- **Being too agreeable:** Putting everyone else’s work before our own because we can’t say no.

The good news is that these behaviours rarely show up in bunches. You may know one person ‘guilty’ of one or two of them. But it’s hard to find successful people who embody many of them.

There’s more good news. These faults are simple to correct. The fix is in the skill set of every person. For example, the cure for not thanking enough is remembering to say, “Thank you.” For not listening, it’s keeping your mouth shut and ears open. And so on. Although this stuff is simple, it’s not easy. We already know what to do—we just lose sight of the many daily opportunities to course correct.