



How will coaching help in my organisation?



Your guide to getting the most out of Executive Coaching in your business

Frankly.

A common sense approach to developing leaders

Coaching may change your life.

It can make a transformational and long-lasting impact on your growth and development. Having that one-to-one relationship with a coach – someone who will give you their full attention and quality of presence – can be an extraordinary experience.

And when you introduce coaching to an organisation, well, the benefits multiply:



(source: ICF 2009)

It's by far the best way to create speedy, deep and long-lasting development in others. It can be challenging and cathartic, catalytic and uplifting.

Coaching is a developmental journey, in that it recognises people have untapped resources. It aims to help the individual cultivate a greater sense of self awareness, resourcefulness and resilience to propel them towards their full potential.

As well as one-to-one development, coaching can also help to embed learning when someone's completing a longer developmental programme. The coaching sessions allow the person to understand what they're learning about themselves and how to apply their new tools and skills on a deeper, more confident level.

It's also a great facilitator for group learning, when used in small peer group processes.

On the next few pages you'll find an outline of how coaching can be used in your organisation. We hope you find it inspiring!

Of course, every situation is unique, so discover more about our coaching offer by calling or emailing Jennifer for a chat and a brew. (You'll find the contact details right at the end)

Is coaching right for my organisation?

There are countless situations where coaching can make a big impact. Take a look at five of the most common and see if you can spot connections to your own situation.



When the board and c-suite need a safe professional space to reflect on the challenges of leading a business

Executive coaching at this level gives senior leaders the opportunity to think and develop. The coach often becomes a critical friend, enabling a different quality of reflection, holding up a mirror when it's needed and challenging assumptions.



When managers, leaders and directors need to hit the ground running

Coaching is a fantastic tool for helping managers, leaders and directors to think about their impact and cultivate new techniques. They may work on enhancing their relationships with others, discovering effective ways to cultivate success. It's crucial in times of transition or promotion, helping leaders to embrace change and encourage others to do the same.



When times are tough

Difficult and challenging times call for additional support. Wellbeing coaching is a wonderful way of supporting people through transitions such as promotions, team changes or other difficulties.



When people are doing leader development programmes

Proven to enhance the success of learning, coaching helps people make sense of what they're learning on longer term programmes.



When people are feeling uncertain and afraid about our planet

Coaching is particularly useful to support people through feelings of uncertainty, fear, shock and grief – including issues such as climate change. It helps them to understand their own thoughts and emotions, while working to put together a more resourceful and resilient way of responding.

Spotted a familiar scenario? Let's take a closer look ...

1.

Board level and c-suite executive coaching

Senior leaders need a safe, professional space to reflect on the challenges of leading an organisation. That's because such a space gives them the chance to put challenges into words, to make sense of what's happening. And it helps to bring context to it all, while paying attention to the resources, strategies and tools they need to navigate and lead.

Lots of people in senior positions feel the pressure of the unspoken expectation that they'll have all the answers. This level of responsibility and authority can often feel daunting – as well as exhilarating.

What a coach brings to this situation is context, a safe space and the opportunity to learn. They'll become a critical friend, politely challenging assumptions and watching out for unhelpful patterns, while staying supportive and bringing fresh ways of looking for solutions to challenges.

Once leaders find the right coach, they often end up working together long-term due to the trust that gets established. Sessions are usually longer too, lasting two or three hours.

It's often helpful to meet in a private and relaxing space away from the usual workspace – or even on a walk. Getting away from the office can enhance the coaching experience.

To make this type of coaching work, the leader must commit to the sessions. Rapport is always important – and it's even more important at this level. We'd definitely recommend speaking to two or three coaches before committing to one.

“Jennifer takes the time to get to know the business and the people in order to deliver a bespoke program that supports transformational change. Her natural collaborative style makes her a real pleasure to work with and the feedback and impact of her program was exceptional.”

Victoria, Head of HR, ICF International



2.

Coaching for leadership development

As people take on more responsibility, they need a shift in their skills, behaviours and level of awareness. The challenge is to continue being effective as they progress.

The developmental journey usually follows a journey like this:

- competent at role
- additional responsibilities and special projects to lead on
- promotion to manage a team
- promotion to leader to manage managers
- promotion to head of department
- promotion to board level position.

Of course, leader journeys aren't always this neat. So when it comes to unlocking and empowering your talent, coaching can provide massive support through change, as well as helping existing leaders to develop

within their roles.

Coaching is a fantastic tool for helping leaders to reflect on their impact, cultivate new techniques, improve the way they relate to other people and cultivate success for themselves, their teams and the organisation.

In this type of coaching, it's important to help the person understand what impact they have on other people, and the wider organisation. We recommend doing this via feedback from colleagues at all levels. We often agree on development goals between the participant, the coach and sometimes their line manager too.

The scope of this type of work is often focused on a specific set of skills, capabilities or behaviours that the participant needs if they're going to fulfil their role confidently.

Typically, coaching for leadership development is a medium to long-term commitment.

If development areas are already clear, we recommend starting with a 12-hour programme. If the work's having the desired impact, and the person still needs support, they can commit to more after that.

“A day with Jennifer was elegantly, sublimely, inspiring. We were not an easy brief yet she handled three disparate personalities and a complex proposition with aplomb, helping us to distill and express our “why” in a tumultuous whirlwind of post-its.”

Richard, Chief Entrepreneur, Alpaca



3.

Wellbeing coaching

Tough times call for additional support. Wellbeing coaching is a wonderful way of helping people through change such as redundancies, team alterations, grief, loss, burnout or other challenges in their work and personal life. It's also becoming increasingly popular for supporting people who have tricky work relationships or conflict with their manager or peers.

The expectations of our current workplaces mean we're creating an epidemic of burnout. Coaching can support individuals to take responsibility for their health and wellbeing, on physical, mental, emotional and spiritual levels.

It gives people a safe and impartial space to get the headspace they need to create more clarity and feel more grounded and resourceful. Ultimately, this will make them better equipped to make good decisions and move forward positively and resiliently

Wellbeing coaching is often a short to medium term commitment – and can often lead to more developmental leadership coaching once the person has got through the challenging phase.

4.

Coaching for leadership development

Longer-term development programmes are proven to be even more effective when they're accompanied by one-to-one coaching. It helps people to make sense of what they're learning and boosts the chances of success.

Learning about tools, methods and frameworks is relatively straightforward at an intellectual level, but integrating them into practice as a leader, back in the real world, can be tricky. Changing habits needs

energy, commitment and a good level of self-awareness. Coaching helps people to integrate their learning in a deeper way.

This is a short-term commitment that typically wraps around leader development programmes.

“Jennifer is the kind of person you only meet a couple of times in your life, a truly engaging individual who will lead both yourself and your business on a voyage of discovery. Whether it be 121 coaching, consulting or leader development, Jennifer uses her vast experience to assist you in taking the next step”

Jamie, Group L&D Manager, Mailway

5.

Climate coaching

People are becoming increasingly aware of our planet's diminishing resources and the implications for human civilisation. And it can be a particularly tender and sensitive topic for us to make sense of.

Coaching can help people work out what they feel about what's happening – and support them to face uncertainties, find courage for new futures and discover more resourceful and resilient ways of responding. It's also a very helpful tool for supporting people to get to grips with the reality of the situation.

Similar to wellbeing coaching, it provides a safe judgement-free space in order to make sense, re-align to their new awareness of the

wider world and work out what steps they might take in order to move forward with their life in this radically unknown future. Climate coaching can be both short term, remedial and also longer term. It's especially useful to have in place for anyone in your organisation who is leading on sustainability and regeneration.



Getting the most from your coaching investment

We've explored some of the scenarios where coaching can be most effective. If you've spotted opportunities to bring this support into your organisation, check out our five tips for getting the most from your investment.



Rapport is everything

Having a good rapport with your coach is essential, at both organisational and individual levels. You need trust and that comes from rapport.

Find a coach who spends time understanding your business, its wider context, its challenges and your expectations of the work. Always meet with more than one coach, to make sure you've got that vital connection that will create a great partnership.



Contract clearly

Coaching should be successful for you (the person hiring the coach), the person or people being coached and the organisation. Be clear about your expectations and what success means to you, before the coach starts work.

Agree regular review meetings and confirm your arrangements around confidentiality. When we coach several people within an organisation, we agree to feedback themes but maintain confidentiality about specific individuals. This is essential for successful coaching.



Start with quality feedback

Getting quality feedback for people starting on a developmental coaching journey will make the work much more effective. If you don't already have a strong feedback culture, a good coach can help by giving you prompts – ask them about 360 (all-round) feedback and tri-party contracting (between the coach, the participant and their line manager). Feedback needs to be clear, simple and constructive.



Find the right place

Coaching works well when people can get off site, away from their typical work environment. A great space could be a relaxing room, preferably with sofas or armchairs, low tables and a flip chart for exploring ideas.

Some people love being coached in the great outdoors, where nature gives them a healthy perspective. And coaching transfers itself very well to online platforms too. Look at the different options and decide what works best for your unique circumstances.



Agree the boundaries

Make sure you've got agreements in place around cancellation, rescheduling and what to do about people who find it tricky to commit to the work.

Before you start, get clear about how you'll handle these situations and how you'll escalate and resolve challenges. This gives everyone the parameters they need to settle into the work.

Building a coaching culture

People who've experienced the benefits of coaching in organisations first hand, often talk about greater empowerment, more resourcefulness, fewer dramas and conflict, better quality decisions and happier, more productive employees.

It's not surprising then, that they become curious about the benefits of cultivating a coaching culture.

Here's a whistle-stop guide to building it into your organisation

1. Define what kind of coaching strategy your business needs
2. Align the coaching strategy with the culture and vice versa
3. Bring in external coaching experts, especially at board and leader level, to directly demonstrate the benefits
4. Develop your internal coaching capacity – train people to coach others effectively where appropriate and keep your external coaches for coaching that's better served by outsiders
5. Develop external supervision and development support for all internal coaches
6. Make sure your leaders actively support and champion coaching endeavours
7. Embed coaching into your employee experience and HR/ performance management processes
8. Start to introduce team coaching and organisation-wide learning (by using the external experts & developing internal resources)
9. Review impact at board level
10. Celebrate successes

(based on the work of Hawkins & Smith, 2006)

To find out more about how coaching could benefit you or your organisation, we find that a brew, a biccie and a relaxed conversation is as good a place as any to begin.

Email Jennifer@wearefrankly.co.uk, or call Jennifer on 07786 250 175

Working with Jennifer and the team at Frankly



Jennifer has been working as a coach for nearly 20 years.

She began her coaching career while employed as a member of the exec team at Vodafone, where she was responsible for overseeing large-scale developmental and change programmes, such as the graduate scheme and culture change initiatives.

Ten years ago, she took the plunge and quit her job to establish herself as an independent consultant.

Today, she has a diploma in coaching, two degrees and four diplomas and still remains committed to her ongoing professional and personal development.

She's passionate about helping others on their learning journey, challenging the status quo and helping to unlock the potential already within organisations.

An inspiring, experienced and accomplished organisational and leadership development practitioner, Jennifer helps leaders and organisations to see and commit to the bigger picture. She supports them to gain clarity on any barriers in the way – and any dots that need joining up. She's skilled at asking the right questions and challenging assumptions for the greater good. Working across business planning, marketing strategy, employee engagement, cultural change and internal communication, Jennifer has a strong empathy for the demands of running organisations in today's challenging environment. She knows the vital importance of people and team dynamics in achieving that success.

Frankly is a boutique business, led by Jennifer and supported by a diverse and exciting team of collaborators and associates. Our work enables organisations to unlock their people's potential through developing great leaders and enhancing cultures.

To enquire about working with Jennifer and the team at Frankly ...

Call: 07786 250175

Email: jennifer@wearefrankly.co.uk