

## Helping leaders to succeed

**Executive coaching is an inspirational, positively challenging and results orientated approach for people who are serious about achieving significant performance improvement professionally and personally.**

In today's business world, executives are under intense pressure to adapt to frequent changes in role and increasingly complex challenges. Organisations need executives to get on board, demonstrate confidence, clarity and leadership, and start to deliver results quickly.

Executive coaching is an effective way to support key executives to perform at their best, adapt quickly to the circumstances they face, and improve the odds in their favour. We use a pool of accredited coaches with extensive business experience to ensure the coaching process combines both challenge and a space to stand back and work out the options so individuals can deliver better organisational outcomes.

### Benefits

Leaders develop the skills, attitudes and behaviours to help them succeed.

Executive and team coaching helps develop the individuals involved and improves their effectiveness in, and awareness of, strategic and organisational performance, addressing individual and organisational needs.

Executive coaching encourages the individual to take responsibility for addressing barriers to personal effectiveness, helps people to build high performance relationships, increases their personal impact and enables sustained shifts in thinking, feeling and behaviours.

### What's involved?

We start the process by offering a short list of coach CVs to the client then offer selected coaches and coaching subjects an initial meeting to check the 'chemistry' is right for both parties. If it isn't then there is no charge.

Sustainable outcomes are based on an agreed coaching period (usually 6-12 months) where the individual takes full ownership of the coaching process.

Objectives and potential outcomes are discussed and agreed with the corporate 'sponsor' (HR or line manager) at the outset, but coaching sessions remain fully confidential. Outcomes meetings may be conducted face to face, with all three parties, or 'offline' between the coaching subject and corporate sponsor. In the latter case, the coaching subject takes full responsibility for programme outcomes.

The coaching process is often supported by an individual profiling report at the outset, which can provide useful perspectives and a helpful starting point for discussions. Our coaches will work with existing Five Behaviours® individual development reports. The profiling process may be repeated prior to the conclusion of a period of coaching to assess outcomes.

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## Proposed investment

Our standard coaching package includes 6 x two-hour face to face sessions plus an initial 'chemistry' meeting. 50% of the fee is payable upfront and 50% at the midway point. Although we have found this formula to be cost effective, and depending on the coaching subject's needs, we can adapt the delivery model to provide more flexibility, for example by including structured telephone coaching sessions as an alternative to face to face meetings or by altering the frequency of coaching meetings to suit the client's schedule. The cost of this package for senior executives is £5,750 + VAT

This includes brief follow-up notes, calls/email access, liaison between sessions and a Leading Change on-line 360 survey if required. Senior Executive clients sometimes prefer to have a more flexible, 'vox pop' 360 in which the coach interviews a number of colleagues by phone; the cost of this can be covered by one of the coaching sessions – or an additional cost of £800.

The coach's travel costs and external room hire costs, where required, are not included and depending on location are likely to be between £40 and £80 per session. In central London we usually book facilities through The Argyll Club (formerly London Executive Office Group) as we have a preferential rate with them.

*Cancellation terms: We do our best to be flexible and reasonable, but coaching is typically organised some time in advance, often coordinates appointments to suit several people and is difficult to alter at short notice. Any coaching sessions cancelled with less than 48 hours' notice are chargeable at full rate. Facilities booked for coaching meetings usually attract a cancellation fee. Where cancelled bookings result in a charge, irrespective of the notice period or 'reasonable' reasons for cancellation, we will charge the booking fees in full. Please note: we do not add any margin to expenses charged during coaching.*

## Our coaches commit:

- To be fully present and engaged throughout the meeting, listening to and observing the subject acutely.
- To build their own awareness and reflect back to the subject about what is happening, what that could mean and prompt the subject to identify what to do about it.
- To walk alongside the subject as they co-create their work, following the subject's needs and encouraging self-responsibility for their thinking and actions.
- To support and challenge the subject to develop self-belief and be the principal agent in their progress.
- To respect the subject's time and workload, be punctual and address any concerns or lack of clarity.
- To maintain complete confidentiality.

## We ask our coaching clients to commit:

- To be honest, engaged, reliable and make time for your coaching sessions

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- To plan and diarise coaching meetings well in advance and to communicate in a timely manner with their coach when plans need to change, being mindful that the coach also has a schedule to manage.
- To take responsibility for your own learning and actions
- To follow up on and prepare for our meetings in whatever way works best for you.