

Executive Coaching

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Executive Coaching

We are practitioners. Coaching is changing us. We deeply believe in its value, as we've benefitted from it ourselves. It is at our core, and we want to share this with you.

Some of the most profound and long lasting change that we see in leaders happens through executive coaching. The coaching space provides a powerful learning environment that allows clients to become more self-aware, commit to sustained behavioural change, and therefore release their own brilliance.

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‘ Often those that
criticise others reveal
what he himself lacks ’

— Shannon L.Alder

The Coach/Client Relationship

We view the coaching relationship as a privilege. We spend time with our clients upfront to contract and discuss any questions or requests, fears or concerns. As we work in partnership with our coachees to co-create the coaching agenda, we can sometimes delve into the coachee’s private world - we treat this with the care and respect it deserves.

With this in mind, a coachee must arrive ‘wanting’ to be coached. We therefore encourage coachees to come to sessions prepared with issues or challenges they would like to discuss. If we are to help our clients release their brilliance, they must display commitment, curiosity and an open mindset.

TOWARD coaches are all professionally qualified and/or accredited by a professional body.

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Benefits of Coaching

The aim of coaching is to give each leader an opportunity to explore and clarify existing business, relational and leadership challenges and to discover new options to address these. We place a strong emphasis on the individual taking responsibility for their own development through these coaching interactions. Our role is to work with the client, feeding back aspects of their behaviour or style that we may have noticed and to support, guide, challenge and also listen.

The business and behavioral benefits that have been reported by recipients of coaching include:

Improved communication within a team

Increased feeling of resilience

Improved decision making with a less cluttered mind

Expanded awareness of how one’s behavior impacts others and the business

Enhanced capability to use power and influence effectively and sensitively

Improved strategic thinking and organisational change skills

Achievement of revenue/profit quotas

Retention of key personnel

Increased productivity and efficiency within a team

Our Approach to Coaching

Many leadership development initiatives focus on providing information that promises to provide leaders with tools to drive greater performance, productivity or engagement. However, in our coaching work with senior leaders, we have noticed the coaching space allows for deep self-reflection, consolidation and 'unlearning'. By becoming aware of their habitual behaviours, consolidating the knowledge they have built up in their careers, and unlearning deeply ingrained 'scripts' (which may have become stale or unproductive), significant change and progress becomes possible.

TOWARD coaches come from a range of backgrounds and disciplines, and are skilled in using a range of coaching models and techniques. No two coaching sessions or clients are the same, and so we place greater emphasis on our coaching philosophy, as opposed to prescribing to a particular model.

We have worked with many leaders from different industries. From our experience there are a number of things to note in terms of their development, and the role coaching plays in this.



Philosophy

Philosophy

Action & Commitment

In our coaching we create space to interrupt the pattern and allow true purpose to emerge. This promotes a commitment to action, which we work to hold coachees accountable to.

Challenge & Support

Many leaders crave feedback and challenge – this seems to lessen as leaders progress. We see it as part of our role to provide appropriate feedback and challenge, in a caring, supportive and future-focussed way.

Significant Level

We want to coach people at a significant level. We are committed to challenging beyond the presenting problems and addressing core issues with people, in order to bring about the most significant change.

Awareness & Responsibility

Coaching is about raising awareness and generating responsibility. We employ a non-directive approach to coaching which requires the coachee to own the agenda for coaching. We skilfully manage the tension between meeting organisational and individual needs.

Rapport & Trust

Each person will bring different skills, histories, experiences and expectations to coaching. We speak to the human first, and then the leader. Clear contracting develops rapport, partnership and trust in the relationship.

Time, Space & Process

We need to protect space for leaders to stop, reflect, think and change. Without this, they stagnate and burn out. We believe coaching is most effective when coachees make a commitment to protecting time and space for coaching.

The Coaching Process

Chemistry Meeting

This takes place between the coach and client to discuss the coach philosophy and approach. This is also a space to gain clarity on the client request, and to check-in on 'fit' and comfort level between coach and client.

Intake/Contracting Session

A multi-party dialogue with coach, client, sponsor/line manager, and HR where appropriate to consider purpose and goals for the coaching process. This conversation will also agree confidentiality and accountability requests. (This is often included as part of the first coaching session).

Check-in Sessions

These take place between the coach, client and key stakeholders to review learning, progress, accountability and supports. (Suggestions for the scheduling of these vary depending on the length of the coaching engagement, however for a 12-month engagement we suggest this is scheduled at three, six, nine and 12 months).

Coaching Sessions

We typically recommend a coaching engagement of 4-6 sessions to be held at monthly intervals, or as requested by the client and agreed as part of the contracting process. We recommend each session last for 2 hours (sessions can be conducted in person, via video conferencing, or by audio).

Furthermore, there are a number of core elements, which we believe make up the ingredients for a successful coaching relationship:

The Client

- Focussed on goals and outcomes
- Has senior stakeholder sponsorship
- Has access to relevant data, e.g. 360 feedback, psychometrics, performance reviews
- Displays commitment and discipline to follow through on actions
- Prioritises attendance at coaching sessions
- Is open to feedback and building self-awareness
- Is open to creative coaching techniques, which provoke thought and stimulate new possibilities

The Coach

- Fit to practice (this is tracked through qualification/level of accreditation with a professional body)
- Understands the corporate context
- Is skilled in using a range of coaching tools and methodologies
- Creates a safe space for the client to engage in deep exploration, whilst also bringing edge and challenge

The Environment

- We recommend coaching takes place face to face, but if this is not possible, coaching can be extremely effective when conducted by videoconference or over the phone
- The client should have a private and tranquil space, free from distraction where they can speak privately and confidentially

We create space.
We develop leaders.
We coach teams.

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