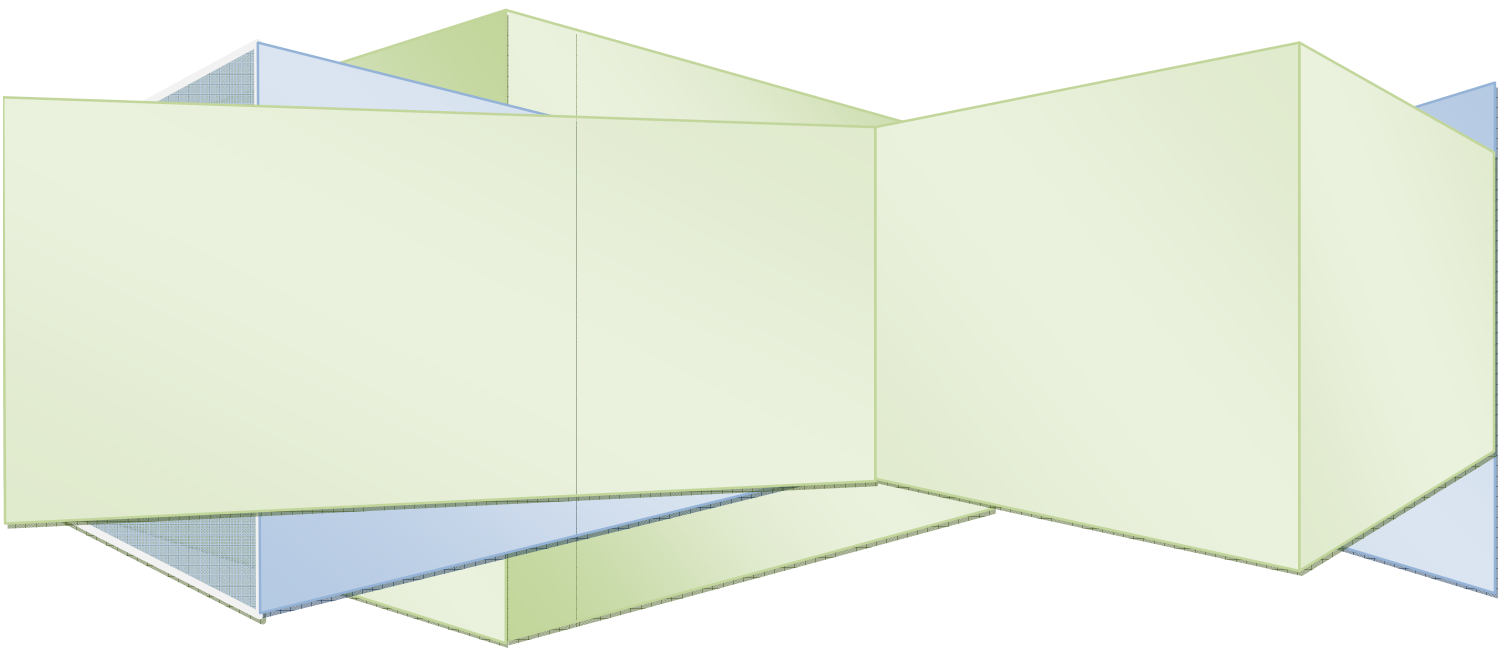


Coaching

*“You cannot teach a person anything
– you can only help them discover it”*



Coaching as a Proposition

Coaching is increasingly being considered a strategic investment in key people and for key roles given that:

- Jobs and leadership challenges are becoming more complex
- Leadership feedback is always needed and is rarely received
- Organisations have flatter structures, bringing a greater focus to 'people' issues
- The reasons for coaching are no longer perceived as remedial
- During periods of rapid change, effective leadership is more important than ever
- Organisations using internal succession planning need to support their key people when they are in transition

With these demands in mind, 3gHR has established a 'Coaching Practice' which brings together innovative coaching packages, professional and inspirational Coaches, and practical coaching processes.

3gHR Coaching Provision

3gHR's approach to coaching keeps the organisational benefit at the heart of the process. To maximise ROI, coaching has to be systemic; once it is you will enjoy multiplier effects; as a result we believe in balancing the leader's desired outcomes with effective business outcomes. We also recognise the benefit of providing feedback back to the organisation on themes and unseen issues, whilst retaining confidentiality and circumspection.

All our Coaches have strong personal & professional credibility, with experience in public and private sectors, capable of offer support to any organisation from Board level, Executive/Senior Leadership through to Key Top Talent. It is fundamental that our coaches have previously held leadership positions, so that they are able to draw from their own personal experience and are familiar with issues organisations face. Our Coaches are able to challenge and hold to task; to develop rapport and create open and trusting relationships across many personality types.

It is clear that coaching results need insight with practice, not just theory. Our Coaches provide "theoretical" context, models and structures – either aligned to organisation models or the 'best fit' for the challenge or issue faced by the individual.

As a European business with international outreach we can provide coaching in a number of European countries.

The Coaching Audit – a useful place to start?

A 'Coaching Audit' can be used to assess current ROI through analysis of current state, process, governance, practices, value and benefits. It explores two key areas:

- **Quality**
 - How is coaching aligned with the leadership's objectives? How are these objectives reviewed and measured? How are the benefits of individual development shared across the business?
- **Effectiveness**
 - How well briefed are external Coaches on the organisational context? What has been the impact to date of coaching on the achievement of business objectives?

Using this process we can recommend changes to increase ROI, some examples being:

- Refine/define coaching process, from start to finish
- Create 'Coach Profiles' - what does a great Coach look like?
- Design interview and selection guides for reviewing current/hiring new Coaches
- Create 'Coaching Contracts' – define the objectives, goals and outcome
- Outline coaching measurement and evaluation methods
- Create a governance process which clearly articulates roles, responsibilities, timescales, cost models etc
- Help you source great Coaches

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committed to achieving success through harnessing
the talent and enthusiasms of their people"

Coaching Packages

To refine your coaching solution, we have created a number of discrete 'packages'. Each one is aimed at a specific person 'profile', and has been designed in a particular way to realise maximum benefit:



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Executive Performance Coaching

What is it?

Executive Performance Coaching is a completely tailored programme designed to increase personal performance, accelerate insights, skills, behaviours and value.

What it does

Typical outcomes may include:

- Improved results, delivered faster
- Culture change
- The creation of a 'Ripple of Leadership'
- Increased capability of performing in effective and transformational ways
- Increased chances of making future visions come true

Why is it unique?

The process runs over a 6 month period, with 1 external Coach, can include 'live' or online 360, various insight tools, 6 X ½ day face to face sessions, monthly telephone and email contact throughout.

Who would benefit?

- Anyone recently promoted, given stretch assignments or who face any other new challenges
- Anyone who feels that an independent sounding board would be beneficial in helping you achieve a new level of performance
- Anyone wishing to succeed in a new role who requires skills that have not been needed in the past
- An individual who wishes to sharpen their skills to deal with any of the above

Executive Transitional Coaching

What it is?

Executive Transitional Coaching helps leader's new-in-role to achieve results more quickly, and to avoid the pitfalls that sow the seeds of failure for many managers in these first weeks

What it does

The programme has been designed to:

- Increase the chances of success in key business critical roles
- Accelerate the understanding of the new business environment, particularly in terms of the cultural and political dimensions
- Escalate the forming of critical relationships
- Manage uncertainty and change created by the transition
- Manage expectations of key stakeholders

Why it is unique?

The programme is structured over 180 days, and consists of 5 half-day coaching meetings (each with a defined agenda and structure), a 'live' 360 both before and near the end of the process and telephone and e-mail support as required.

Who would benefit?

Internally sourced Successors to key roles

Individuals who have been given lead responsibility for major change initiatives

Dual Performance Coaching

What is it?

A unique process, involving both a Coach and a Mentor. The combination of proven professional experience and personal insight and exploration means that an individual can gain greater perspective, clarity and objectivity, at an accelerated pace.

What it does

- Provides fast and relevant insight and knowledge, through the careful pairing of both a Coach and a Mentor
- Allows tandem support with a Coach asking the right questions and a Mentor giving examples of previous experience
- Offers a flexible approach, so that additional Coach/Mentors can be introduced at any time, depending on specific requirements and priorities

Why is it unique?

The process runs over a 12 month period, with 1+ external Coach and 1 external Mentor, can include 'live' or online 360, various insight tools, 12 X ½ day face to face sessions, monthly telephone and email contact throughout.

Who would benefit?

- Newly appointed members of Executive Leadership Boards
- Senior Executives who are considered top talent, and are included in strategic succession plans
- Individuals who have been given lead responsibility for major change initiatives

Team Coaching

What it is?

Team coaching challenges teams to articulate where they are, where they are going and how they will get there, providing ongoing support over an agreed period of time to deliver bottom line results.

What it does

This approach works effectively with newly formed teams:

- teams facing extraordinary challenges and opportunities,
- teams working in silos or
- teams that are currently dysfunctional
- teams that are working under severe pressure, under stressful circumstances
- teams brought together for specific project based assignments

Why it is unique?

Team coaching integrates facilitation, team development and individual coaching to support both task delivery and sustainable improvements in individual and team effectiveness. The duration is dependent on business imperatives.

Who would benefit?

Team coaching accelerates individual and collective performance. It incorporates observation, feedback, action learning and involves working on real issues and implementing actual solutions. The greatest benefits will therefore be realised within high profile teams, and those facing significant business or personal challenges or opportunities.

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Talent and Future Leaders Coaching

What it is?

Coaching for individuals or a group programme for those who have already been identified or are seen as promising prospects and future stars.

What it does

Helping these individuals prepare for their next role is part of the process of ensuring that performance continues at an optimal level, through each stage of their career for each new role and challenge.

Why it is unique?

Created by leading executive coaches, who have the track record, credibility and expertise of taking individuals through this development journey

Who would benefit?

Highly motivated individuals displaying interest in their career journey, hungry for promotion and development, and/or who management wish to fast track to more senior positions.

+4 Coaching

What is it?

+4 Coaching in a completely tailored programme designed to maximise organisational budgets by using one coach to work with four coachees – designed to increase personal performance, accelerate insights, skills, behaviours and value – but with the added impetus of accelerated, fast paced sessions.

What it does

Typical outcomes may include:

- Improved results, delivered faster
- Culture change
- The creation of a 'Ripple of Leadership'
- Increased capability of performing in effective and transformational ways
- Increased chances of making future visions come true

Why is it unique?

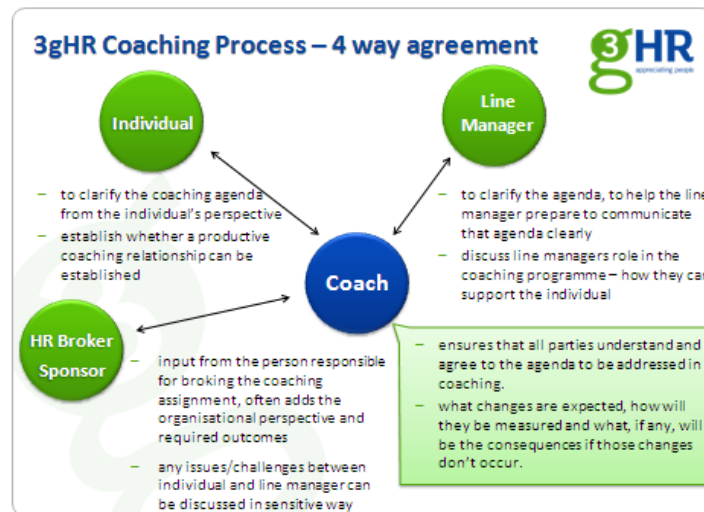
The process runs over a 3-6 month period, with 1 external Coach, using various insight tools, 4 X 1.5hrs day 1-2-1 sessions, monthly telephone and email contact throughout.

Who would benefit?

- Anyone who has recently been through the Circle & Circle Plus programmes with outstanding issues that require further attention or longer to enable the right change, behaviour or competency
- Anyone promoted, given stretch assignments or who face any other new challenges
- Anyone who feels that an independent sounding board would be beneficial in helping you achieve a new level of performance
- Anyone wishing to succeed in a new role who requires skills that have not been needed in the past
- An individual who wishes to sharpen their skills to deal with any of the above

Coaching Process

The starting point for any coaching assignment is a formal agreement of the coaching contract with sessions agreed and diarised. Being clear on the roles and responsibilities is critical. Our process encourages a 4 way transparent agreement:



Dependant on duration, the typical structure would proceed as outlined below:

- **First Session** (session 1): Monthly support via phone and email on all sessions
- **Midway through Session** (sessions 3 to 6): Post session a meeting between coach, coachee and sponsor to review progress, discuss any issues and ensure continued clarity around objectives
- **Final Session** (sessions 6 to 12): Review of final outcomes, success between coach, coachee and sponsor
- Any organisation themes fed-back to the business at agreed time usually following multiple completion of coaching assignments
- Feedback can presented direct to stakeholders or whomever brokered the coaching on behalf of the organisation

For more information on 3gHR's Coaching offering, please [contact us](#).