

## Coaching Track Record

Gill Thewlis is an executive and business coach of 10 years standing. Following a 20 year blue chip career in financial services and a degree in design she created Aperté in 2003. Coaching is a passion of hers. Seeing individuals make step changes and transitions as a result of her intervention gives her great pleasure and satisfaction – people are endlessly complex, every individual is a unique blend of heritage, education, circumstance, personality and aspiration, so no two coaching relationships are alike and all demand a unique bespoke approach.



Coaching may be delivered either as part of a larger programme of work, or as a stand alone arrangement.

- In the last 10 years Gill has delivered in excess of 1,560 hours of executive coaching with 126 individuals of whom;
  - 8 were Board Directors of commercial companies
  - 14 were Managing Directors, Managing Partners or CEO's of commercial companies
  - 38 were leaders/directors/CEO's of cultural and creative organisations in the third sector
  - 6 were Professors or Senior Administrators in academic institutions
  - 3 were Heads of Service in Local Authorities and the NHS
  - 36 were senior managers
  - 28 were mid/senior high potentials or being groomed for partnership
  - 72 were male and 54 female
- Who worked in the following sectors;
  - Creative Industries and the Arts
  - Technology / Software
  - Professional services
  - Universities
  - Local Authorities & the NHS
  - Advertising / marketing services
  - Consumer products
- For these organisations and others
 

<ul style="list-style-type: none"> <li>➤ Aesthetica Short film Festival</li> <li>➤ Andrassy Design</li> <li>➤ Arts &amp; Business Yorkshire</li> <li>➤ BEAM</li> <li>➤ Birmingham City Council</li> <li>➤ Chadwick Lawrence, Huddersfield</li> <li>➤ The Clore Fellowship Programme</li> <li>➤ East Street Arts, Leeds</li> </ul>	<ul style="list-style-type: none"> <li>➤ Engine Room Design, Huddersfield</li> <li>➤ Freedom Studios, Bradford</li> <li>➤ GDA, Barnsley</li> <li>➤ Helix</li> <li>➤ KPMG</li> <li>➤ Leeds &amp; York NHS Foundation Trust, Leeds</li> <li>➤ Leeds Metropolitan University</li> </ul>	<ul style="list-style-type: none"> <li>➤ Leeds University Business School</li> <li>➤ Oui Performance, York</li> <li>➤ PWC</li> <li>➤ Rare Creative, Sheffield</li> <li>➤ Rural Arts, Thirsk</li> <li>➤ Settle Stories, Settle</li> <li>➤ Sheffield DocFest</li> <li>➤ SSP Ltd</li> <li>➤ The Art House, Wakefield</li> </ul>	<ul style="list-style-type: none"> <li>➤ The Faceless Company, Wakefield</li> <li>➤ University of Bradford</li> <li>➤ Wakefield Theatre Royal</li> <li>➤ Worthington Brown Designs</li> <li>➤ Xim Ltd</li> <li>➤ Yorkshire Youth &amp; Music</li> <li>➤ Yorkshire Sculpture Park</li> </ul>
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- 60% of whom started out with leadership and developmental issues to resolve, including;
  - Transition into senior leadership role (to board or becoming MD)
  - Broadening leadership styles

- Understanding personal impact on others
- Increasing self confidence and visibility
- Drive and motivation – self and others
- Confronting and managing conflict
- Negotiation
- Team building and succession planning
- Personal positioning and influence at a senior level
- Managing self and making appropriate use of emotion
- Becoming more assertive
- Developing congruent personal and professional goals
- Creating space for reflection and seeing the bigger picture
- Creating time
- Personal vision and aspiration
- Clear plan for career development
- Balance – personal / professional, own team / organisation, tactical / strategic
- 40% of whom started out with business skills issues to resolve, including;
  - Building commercial and financial awareness
  - Becoming more entrepreneurial
  - Taking ownership and responsibility, being proactive
  - Becoming more strategic in thinking and managing
  - Shifting focus from short to medium term
  - Developing divergent thinking – particularly in relation to business development
  - Creating structured approaches to strategic development and business planning
  - Scenario planning
  - Organising and managing to achieve the stated plans
  - Integrating planning and monitoring progress into day to day activity
  - Managing more and doing less
  - Trust and delegation
  - Making the transition from manager to leader
  - Managing through (potentially terminal) crisis and going on to build a thriving and vibrant organisation
  - Developing broader range of influence and communication styles
  - Increasing influence and profile
  - Formal communication, presentation and large scale meeting management
- Most coaching programmes include elements of business skills and leadership development, the balance between them is unique to the individual
- Headline outcomes include;
  - 19 people promoted during or shortly after coaching was complete.
  - 13 people for whom coaching was transformational, exceeding all expectations including those of the coachee
  - 8 successful transitions to senior roles – 1 into MD and 4 into board positions
  - 3 senior people retained who had been disengaged and at risk of leaving their organisations, all more productive and committed than before the coaching took place and investment returned fourfold effectively in no rehire or on-boarding costs.
  - 5 people deciding to change career direction, and managing their exits positively for the benefit of the organisation as well as themselves.
  - 4 people helped to cope with very challenging situations, where without coaching they would have had to take time out and may have been absent for several weeks or months, investment returned in terms of no requirement to provide cover or backfill for absence, and all became more productive as a result of the coaching.

- 3 people overcame their abject terror of public speaking and went on to speak to groups of up to 50 people
  - 1 on-boarding made smoother through coaching
  - 1 person gained the confidence to explore the possibility that he was dyslexic, having been tested he disclosed this to his colleagues resulting in transformation in his profile and a new policy in the organisation for providing additional technical resources and support to others in the same position.
  - 1 organisation saved from insolvency through concentrated work with Director, rapidly up-skilling in terms of financial management and organisation structuring, improved confidence in dealing with the bank and other financiers, and rapidly changing the culture of the organisation to become more proactive, where responsibility for commercial success is appropriately shared.
  - An owner managed company completing a successful partial sale to 4 members of the management team, coaching having prepared them for this transition and the overall programme allowing the MD to meet all his personal and professional goals after 20 years of building the company from scratch.
  - 1 person gave up smoking, 2 people took up meditation, and 7 people went on to work with other professionals (counsellors and therapists) to deal with issues that surfaced in the coaching sessions.
- In 90% of cases, 100% the original objectives for coaching were met.
  - Additional returns and benefits to the companies and individuals in terms of increased productivity were;
    - Over 50% reported;
      - Time created to do more of their own jobs rather than those of their subordinates – estimates range from a couple of hours a week to 3 days a month reclaimed, thereby increasing their operational effectiveness by up to 15%
      - Clarity of personal and professional goals, and ability to articulate personal vision for professional future, thereby positively contributing to effective succession planning.
      - Improved planning and more structured ways of working, leading to greater clarity of role definition within teams and stronger team work.
    - 35% reported;
      - Increased confidence leading to improved operating effectiveness
      - Improved work / life balance
    - 30% reported;
      - Increased self awareness
      - Greater ability to assert themselves
      - Becoming solutions rather than problem focused
      - Becoming more effective delegators
      - Being able to handle stress better and being visibly more in control
      - Enhanced ability to lead change
    - 25% reported
      - Improved formal communication
      - Greater pro-action
      - Improved confidence in dealing with customers and improved relationship management
      - Increased revenue responsibility and ability to manage P&L
      - Adoption of coaching style with team and enhanced ability to deliver positive feedback
  - Gill is committed to continuously improving her practice and her own professional development evidenced by her Post-Graduate Diploma in Coaching & Mentoring Practice, Oxford Brookes University, and regular attendance at Coaching Conferences in particular those run by EMCC, periodic one day training courses and regular reading to keep up to date.
  - Gill has regular professional supervision.
  - Gill draws on over 110 tools and approaches in her coaching programmes, and is qualified to work with assessment tools such as MBTI Step 1 & 2, FIRO-B and has experience of working with SDI and ECI tools too.