



TACTICAL

Coaching Continuum

STRATEGIC

Localised up-skilling
short time frame

Hitting specific
measurable business
goals and targets within
specified timeframe

Building effectiveness at
senior and mid levels of
management for
the medium term

Creating step change in
corporate culture enabling
sustained long term growth
and success

Improving Skills

Improving
Performance

Leadership
Development

Transformation

Measure of success

Measure of success

Measure of success

Measure of success

- ▶ Specific role objectives have been met
- ▶ Visible improvement in use of specific skills.

- ▶ Individual and team performance improvement

- ▶ Clarity of personal and professional purpose and direction
- ▶ Visibly increased leadership competence and confidence
- ▶ Increased readiness for further future challenge, higher engagement

- ▶ Visible transformation in long standing patterns of individual behaviour
- ▶ Visible cultural shifts in organisation lead to measurable business improvement
- ▶ Individual can articulate their contribution to the strategic development of the organisation and is visibly driving change.

- ▶ Focus on developing new skills, e.g. Sales, communication, IT, presentation etc.
- ▶ Supports training delivery by embedding learning with reference to practical application within current role
- ▶ Focused on current day to day operational improvement of the individual
- ▶ Transactional improvement
- ▶ May involve an element of teaching

- ▶ Focus on performance outcomes
- ▶ Relative short term focus – directly related to current business objectives
- ▶ Relates to individual and their team
- ▶ Business improvement in specific area
- ▶ Increases awareness of self in current context, i.e. relation to others through feedback

- ▶ Focus on longer term development, aspiration, motivation and professional goals
- ▶ Enabling shift to higher level of development as a leader.
- ▶ Enabling shift to higher level of development as a person
- ▶ Focused on building higher levels of corporate performance and strategic focus
- ▶ Develops insight, emotional intelligence and higher level of self awareness
- ▶ Develops clarity of personal purpose and identity
- ▶ Increases personal openness to change and development

- ▶ Focus on transforming the wider system or organisation through transformational transitions of key individuals
- ▶ Builds capacity to drive and initiate change through high levels of engagement
- ▶ Enables key personnel to remove self imposed blockages to growth through higher levels of reflection, reflexivity, awareness and consciousness..
- ▶ Creates step shifts in beliefs, attitudes, opinions, and emotional reactions to engender wider shifts within the organisation
- ▶ Works to identify and shift unhelpful embedded patterns of behaviour, ways of acting and beliefs
- ▶ Alignment of individual purpose and identity with the wider system

External Coach

- Facilitates change and development of the individual for business benefit
- Draws on a wide range of approaches / tools grounded in solid understanding of how people work
- Adapts approach to the uniqueness of the individual – one process or approach does not fit all
- Provides external perspective, no internal vested interest, challenges existing culture and norms
- Has high level of coaching training and psychological awareness and broad experience of range of contexts
- Balances the needs of the organisation with those of the individual
- Provides safe and confidential space to explore issues
- Does not direct or advise
- Builds capacity of coachees to coach others

Improving Skills

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Effective coaching practice underpinned by;

- Robust and clear process
 - ✓ Chemistry – building the coaching relationship
 - ✓ Checking – assessing where we are, using 360 degree and psychometric tools and clean questioning
 - ✓ Contracting – goals and ground rules, which we agree in writing and share with the internal sponsor
 - ✓ Clarity – knowing own boundaries of experience and capability and being able to refer coachee elsewhere when necessary
 - ✓ Centeredness - keeping to the brief and using appropriate coaching style, by keeping the goals in mind, whatever else is explored
 - ✓ Consideration – balancing the needs of the individual and those of the organisation
 - ✓ Closure – managing exit appropriately, by leaving the coachee in a safe state able to act on and apply what they have learned
 - ✓ Capture – measure impact of coaching programme, by review with coachee and internal sponsor with feedback from colleagues
- Commitment to Continuous Professional Development
- Openness to new approaches
- Regular reflective practice
- Appropriate Supervision

The above developed from The Coaching Continuum

Hawkins, P. & Smith, N. (2006) Coaching, Mentoring and Organisational Consultancy – Supervision and Development, Maidenhead: Open University Press. p.24-25

Additions from my own practice over 10 years of executive coaching

Aperté Coaching Offer

Improving Skills

Improving Performance

Leadership Development

Transformation

**For Chief Executives / Managing Directors / Executive Directors / Senior Managers destined for the Board / Senior Partners
Recently appointed or when the organisation is about to enter a period of major growth and change**

Executive programme – 12 months

Programme of support and challenge in scheduled face to face sessions with telephone and email support in between where needed.
Highly responsive programme with long and short term goals, both business and personal

For senior managers with skill gap that is recently identified, possibly as a result of change in role.

May be specific event driven – e.g. speaking at a conference

Short sharp programme

3 month duration

Minimal assessment

Focus on specific issue only

For Directors, Partners, Senior Managers and high potentials with specific goals for professional and personal growth and development, grounded in the short and medium term strategy and plan for the business.
6 or 9 month coaching programme,

Objectives agreed with internal sponsor and reviewed mid and end of programme.

May include assessment such as 360° feedback, Emotional Intelligence Assessment and Personality Preference Profiles – MBTI & FIRO-B.

Face to face session based programme designed to embed change and development for medium term benefit to the business

For participants in management and leadership development programmes
Integrated Coaching Programme

Duration as for overall development programme, scheduled to support the programme and embed learning. Face to face coaching sessions delivered across the cohort focused on delivering against the individual development needs of the participants – with an emphasis on leadership development coaching

Building a coaching culture

Series of workshops and supporting activity to build skills and performance coaching into management across the organisation, from top to bottom. Builds increased ownership and improved profitability.

Building an Internal Mentoring Programme

Consultancy programme including;

Building appropriate structure and processes for your organisation

Matching mentors and mentees

Workshops for mentors and mentees as they enter the programme

Ongoing evaluation and provision of supervision support for mentors where necessary