



Coaching

Introduction

Coaching is an increasingly popular development method, because of the positive difference it can make to personal and business performance. It can have many positive outcomes, from building personal confidence to increasing engagement. This Action Sheet explores the benefits of coaching and explains how talentsmoothie can help your organisation reap rewards from it, for both individuals and teams.

The case for coaching

Our work with clients often involves a blended approach to development. Increasingly, organisations ask us to include coaching as part of leadership effectiveness projects, because of the positive outcomes and the flexibility it offers.

“Coaching is unlocking people's potential to maximize their own performance.”

John Whitmore



Individuals benefit by:

- Being more productive and taking ownership of their performance
- Experiencing tailored development
- Having a stronger sense of feeling valued – which often also helps keep them in the business

Organisations benefit by:

- Having a team of people who are more highly skilled
- Being able to delegate and empower others with confidence, to increase agility
- Keeping talent
- Increasing employee engagement (and survey scores!)

Where we can help

We work with our clients at every level, since we know coaching works in all manner of situations. It benefits everyone, at whatever point in their career, from first appointment to outplacement and preparing for retirement.

Our coaches are experts in understanding what's needed, building the trust essential to coaching success, and tailoring the approach (content and style) to suit.

Executive Coaching

Whilst we work across all levels, many of our assignments involve coaching senior leaders and executives. Many organisations use coaching as their development tool of choice, since it can be tailored to unique needs and schedules, and can provide the best return on investment. Additionally, having an independent sounding board is seen as a major benefit by many executives, who value the chance to share their thinking and action plans with someone who can bring a different perspective.

What we do

We coach executives, across a range of topics, to help build their knowledge, skills and/or confidence to take their performance to a higher level. These include:

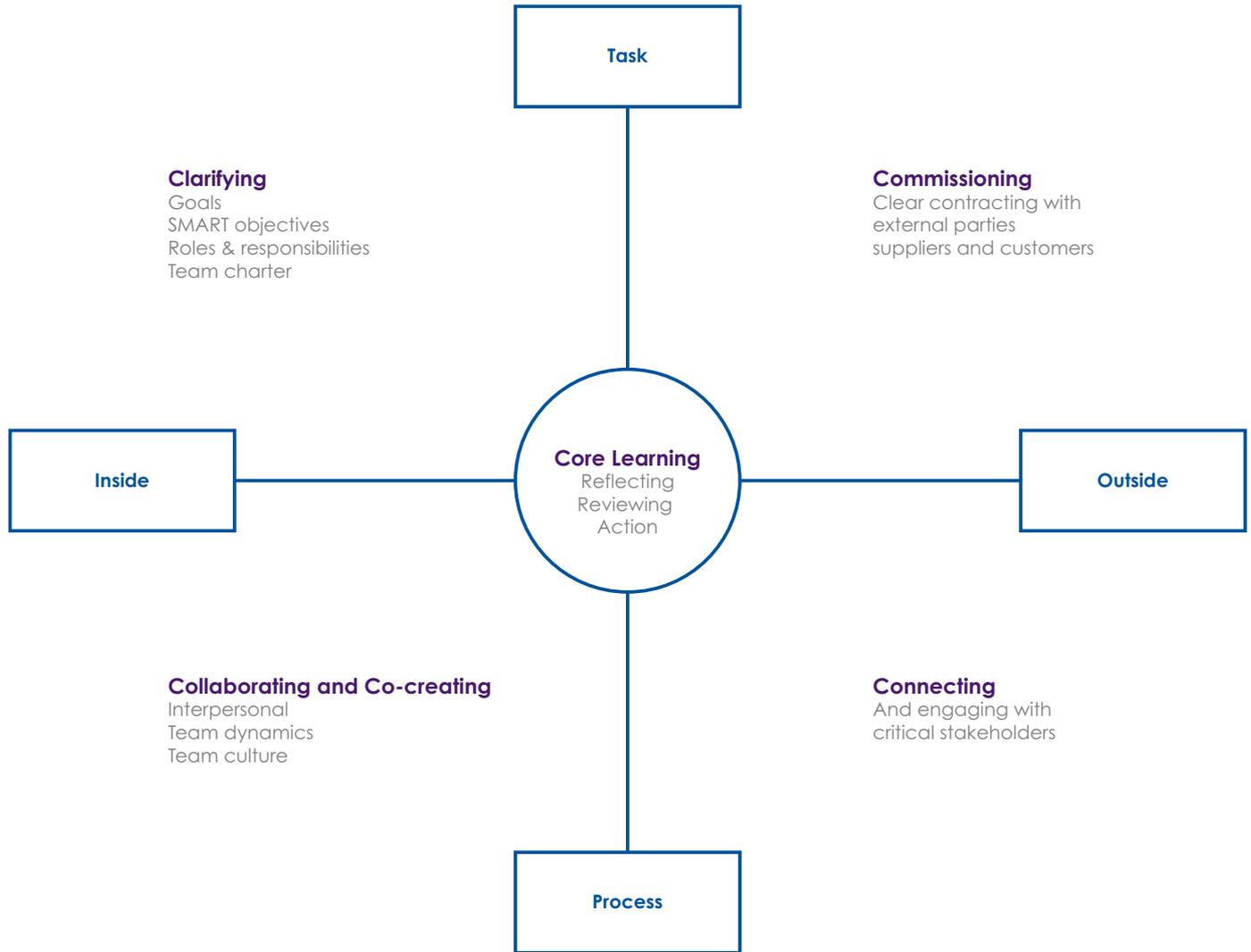
- **Role transition** – developing into the next level (for example, this could be a move from leading others to leading through others)
- **Leading through major change** such as mergers, acquisitions, restructures
- **Developing capability** – improving talent pipeline and succession
- **Impact and influence** – increasing buy-in and engagement of others
- **Stakeholder management** – building relationships and positive networks

Team Coaching

Clients often approach us to work with teams when something is not quite right. It might be that a team is facing a major change, is grappling with a difficult challenge, or is dysfunctional due to a lack of shared goals or personality differences. We challenge teams to review their performance. We draw on a range of models and tools, so that teams can assess current state and improvement opportunities in the key areas of the task itself, the processes they use, and their relationships and interactions with internal and external stakeholders.



Peter Hawkins' 5Cs Model for High Performing Teams is just one of the frameworks we might use as a starting point for a team to review roles, responsibilities and relationships.



From Peter Hawkins' Leadership Team Coaching in Practice 2014



Our approach

Our process isn't unique, but our approach is. We genuinely value and appreciate what's already good, which means really getting to know individuals and teams. We use a simple 3-stage, 'Plan, Do, Review' approach, and our starting point is always to build on strengths and harness natural motivators, to shape plans and achieve even better ways of working.

Talentsmoothie's 'Plan, Do, Review' Coaching in a nutshell...

- 1. Plan.** We help teams and individuals plan for success by being clear on where they are now and where they want to get to;
- 2. Do.** We provide the right balance of support and challenge to help people be the best they can be (without allowing complacency or applying excessive pressure);
- 3. Review.** We work with teams and individuals to help make positive change stick with clear follow-up, next steps and their personal commitment.

1

Plan

Diagnosis, what's right and what could be even better?

We work with our coachees and teams to raise their awareness.

We start with what's great and build on that.

We use a range of tools to get to the nub of people's strengths and motivators. These include:

Myers Briggs®, Herrmann Brain Dominance Instrument®, Dimensions and our unique 360 Feedback Tool

Action planning

Facilitate planning including:

- Problem solving
- Exploring options
- Decision making
- Stakeholder mapping
- Agreeing actions, responsibilities and measures of success

2

Do

Just do it

We coach you to own and deliver your desired actions.

We trust you and offer challenge and/or support to help you be the best you can be. We'll encourage you along the way and gently remind you if necessary that success often doesn't come easily.

JK Rowling was rejected by 12 publishers before her first Harry Potter book was accepted. Steve Jobs was famously fired from Apple, before achieving the pinnacle of his success.

3

Review

Follow-up

Often the least well-delivered part of any coaching project, this is where we ensure that individuals and organisations get their return on investment. We:

- Review successes versus plans
- Get client feedback
- Agree lessons learned and next steps (for the client and for us)

Celebrate success

The important part: making sure people get the recognition they deserve, and encouraging them to keep doing more of the same.



Find out more

We'd be delighted to talk to you about coaching in your organisation. If you'd like to discuss your challenges and think we can help you, or have any questions for us, get in touch.

Please contact Justine James on +44 (0)20 7127 4741.



We are talentsmoothie, organisational development consultants

We are experts in Employee Value Proposition (EVP), Employee Engagement, Effective Leadership, Employer Brand and Recruitment, and creating Innovative Workplaces (the changing world of work). Sometimes our work fits into one of these areas. Other projects span them all. From one-off reviews, assessments and workshops to global strategies and large-scale implementations, the talentsmoothie team is ready to tackle any challenge to get you the results you need.

For more detail about how we help organisations succeed, please visit the talentsmoothie website at www.talentsmoothie.com where you can learn more about our work, read client case studies, download our other free Factsheets, Action Sheets and Position Papers, join our mailing list of valued contacts, and get copies of our research reports.

Or if you'd like to talk through anything you've read in this Action Sheet, or any business challenge you're facing right now, please email hey@talentsmoothie.com or phone +44 (0)20 7127 4741. We'd love to hear from you.



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