



Executive Coaching –

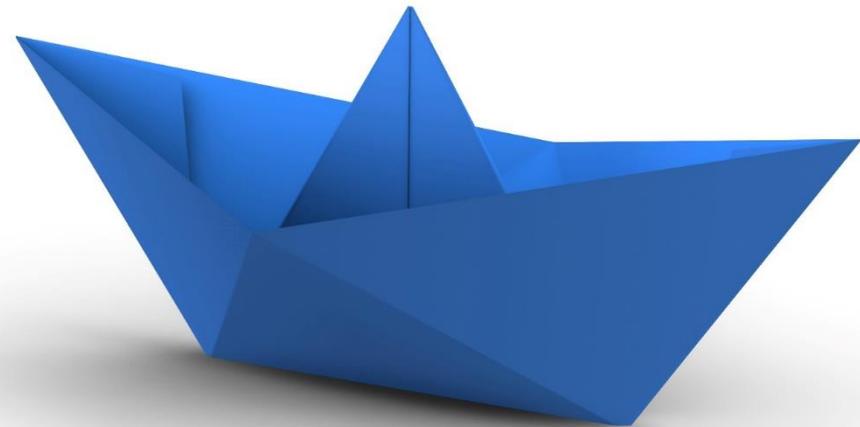
Executive Coaching at Berkshire Consultancy

This document provides an in-depth view of Berkshire's approach to Executive Coaching – if you've read the Introduction and want to find out more, this is the place to come. If you'd like to ask us any further questions about coaching, please contact Rachel May, Principal Consultant and Lead Coach, whose contact details are at the end.

The document contains the following sections:

- Who are Berkshire Consultancy?
- What's Our Definition of Coaching?
- Who is our coaching aimed at? (mini-case studies)
- Key coaching principles
- Impact and Evaluation in Coaching
- Overview of the Coaching process
- Our Coaches and Methodologies
- BCL Coaching Packages
- Assignment and Project Management

“We can't direct the wind but we can adjust the sails.”



Who are Berkshire Consultancy?

Berkshire Consultancy Ltd (BCL) is a well-established Leadership Development, Organisation Development (OD) and Executive Coaching Group, with over 20 years' experience of managing successful long-term assignments for major clients. We're based in Wokingham, UK but we work globally, across a wide range of sectors, and our work is organised around our core purpose – to transform people's experience of work, and transform what they can deliver. Current and recent projects include:

- Executive coaching for high potential managers at **Airbus Group** – combined with 360 feedback, facilitated live team development and innovation strategies
- 1-to-1 coaching for senior leaders at **Horizon Nuclear Power** – including personal feedback and group learning
- Training internal coaches at the **House of Commons**
- Delivery of **KPMG Core Curriculum** to senior leaders worldwide

Other recent clients have included: WPP (Maxus, Mindshare, Group M and Ogilvy & Mather), Sony Europe, MOD, Nationwide Building Society, Bechtel, British Council, The NHS, Hitachi, RSA Group, Investec, Universities of Kent and Birmingham.

We have an active Executive Coaching practice, working with both senior individual leaders and high potential managers, and larger groups of managers as part of leadership development programmes.

“I have had the pleasure to work with BCL for several years, in different organisations and on many differing proposals. I rate their work highly and have no hesitation in recommending them. I have always found them to be professional, knowledgeable and adaptable. Genuinely interested in working with their clients towards excellence, they are that rare breed of consultants, in my opinion, who listen to and critique their customer's wants and needs, not impose their pre-conceived ideas”

**Sally Worth, Interim Head of Organisational Development,
University of Cardiff**

“I found my personal coach to be extremely valuable with her ability to reflect upon core issues and to challenge my personal perspectives. She very quickly identified areas of focus in my preparation and personal development and provided supporting material that accurately targeted these aspects enhancing my self-reflection and changing my perception of certain key issues. She was encouraging, supportive and above all able to get to ‘the heart of the matter’ by listening carefully, reflecting back to me and steering me to my own resolutions.”

Gloucestershire Police Force Coachee

What's Our Definition of Coaching?

Coaching has become an enormously popular and effective development activity in the past twenty years (over XX% of all large international organisations use it in one form or another). The coaching market is maturing, and organisations are becoming increasingly thoughtful about how to source high quality coaching services. But being really clear about what coaching is, is essential to effective contracting between key people involved in the process – from the coaching client, the sponsor and HR representative to the Coach and Berkshire ourselves.

Berkshire have a real interest in ensuring alignment between these people – as consultants, we think of the whole system, rather than the parts.

Coaching has been described as a 'dynamic conversation leading to change that makes a difference' – at the level of action, thought, belief, identity and emotion. The 'difference' may be to goals, work outputs, leadership style, confidence, strategies or personal impact; we are keen to explore all the results for both the individual coaching client, their team and their organisation where is this relevant. We call this '**coaching through a wider lens**'. We're keen to see the coaching client in the context of their world.

Coaching conversations for Berkshire mean

- **Client-led** – working on the client's goals and presenting issues
- **Exploration and questions from the Coach** to stimulate the coaching client's thinking and resourcefulness. This is balanced with appropriate input and ideas from the Coach – we wouldn't describe our coaching as non-directive
- **Coaching not mentoring**; we also have brilliant Coaches who also work as mentors, who are able to share experience from particular functional perspectives – but we will explore with you beforehand what you require
- **Coaching not counselling**; all our Coaches offer significant psychological depth in their coaching, and work at a number of levels in the service of the client's work goals. However we are also able to explore with clients sensitively whether coaching is the right approach for them at a particular time.
- **Coaching not teaching**; we work on the assumption that coaching clients most of the time know what they could do, but aren't quite ready to do it. Coaching is about releasing the energy to move forward. Our coaches will however bring in relevant model, articles and reading, to build readiness to take action
- Moving from 'thinking about' to doing it

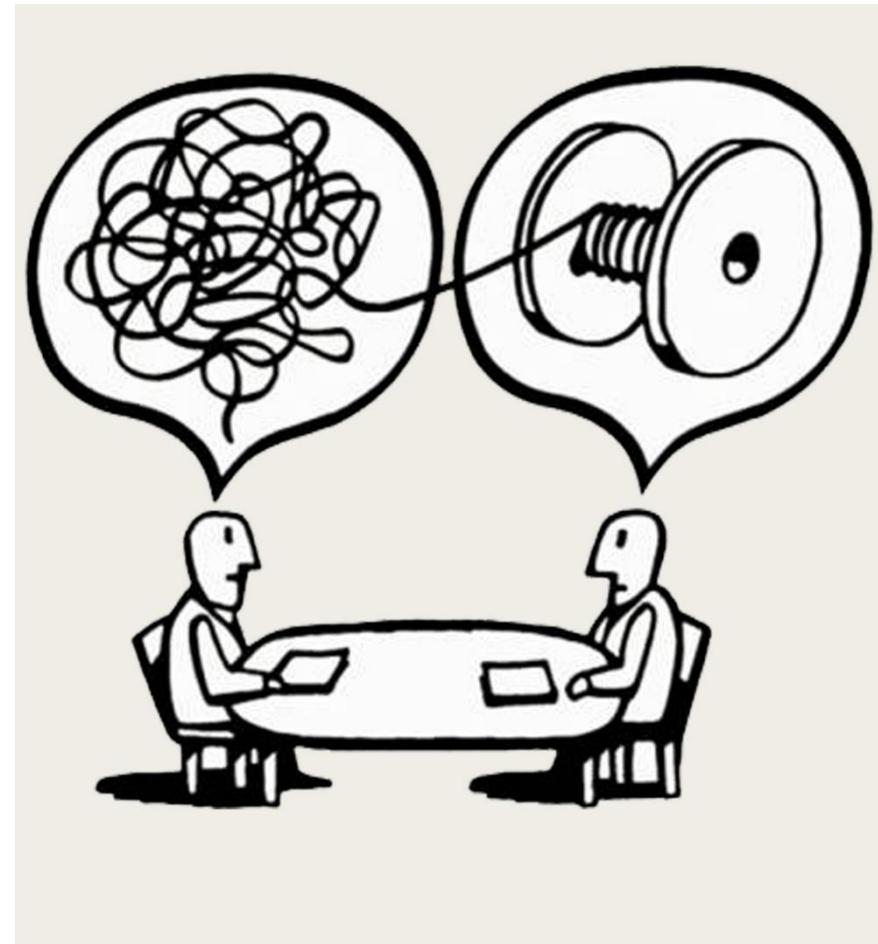
Who is our Coaching Aimed at?

Typically, we deliver 1-to-1 coaching for Senior Executives and High Potential managers, and on individual coaching for managers as part of Leadership Development programmes. Our coaching work also encompasses **Team Coaching**. Taking our inspiration from Peter Hawkins' 'Leadership Team Coaching', we also:

- Work with Board level teams to meet complex organisational challenges.
- Accelerate the cohesion of critical project teams, and built partnership working
- Work with Exec teams in start-up businesses to make the transition to new ways of working for the future.

In our '**coaching with a wider lens**', we are acutely aware of the context in which our coaching clients are leading, and the changes in culture that may be required to take the organisation as a whole forward. We've been asked by clients (often starting from a single coaching assignment) to:

- Help plan and facilitate a strategy for building a coaching culture
- Run, and train others to run action learning sets for senior leaders
- Create and deliver a plan for developing an organisation's internal coaching provision – select and train internal coaches, design processes for internal coaching, offer professional development and supervision for internal coaches
- Deliver Coaching Masterclasses and BiteSize skill sessions for managers.



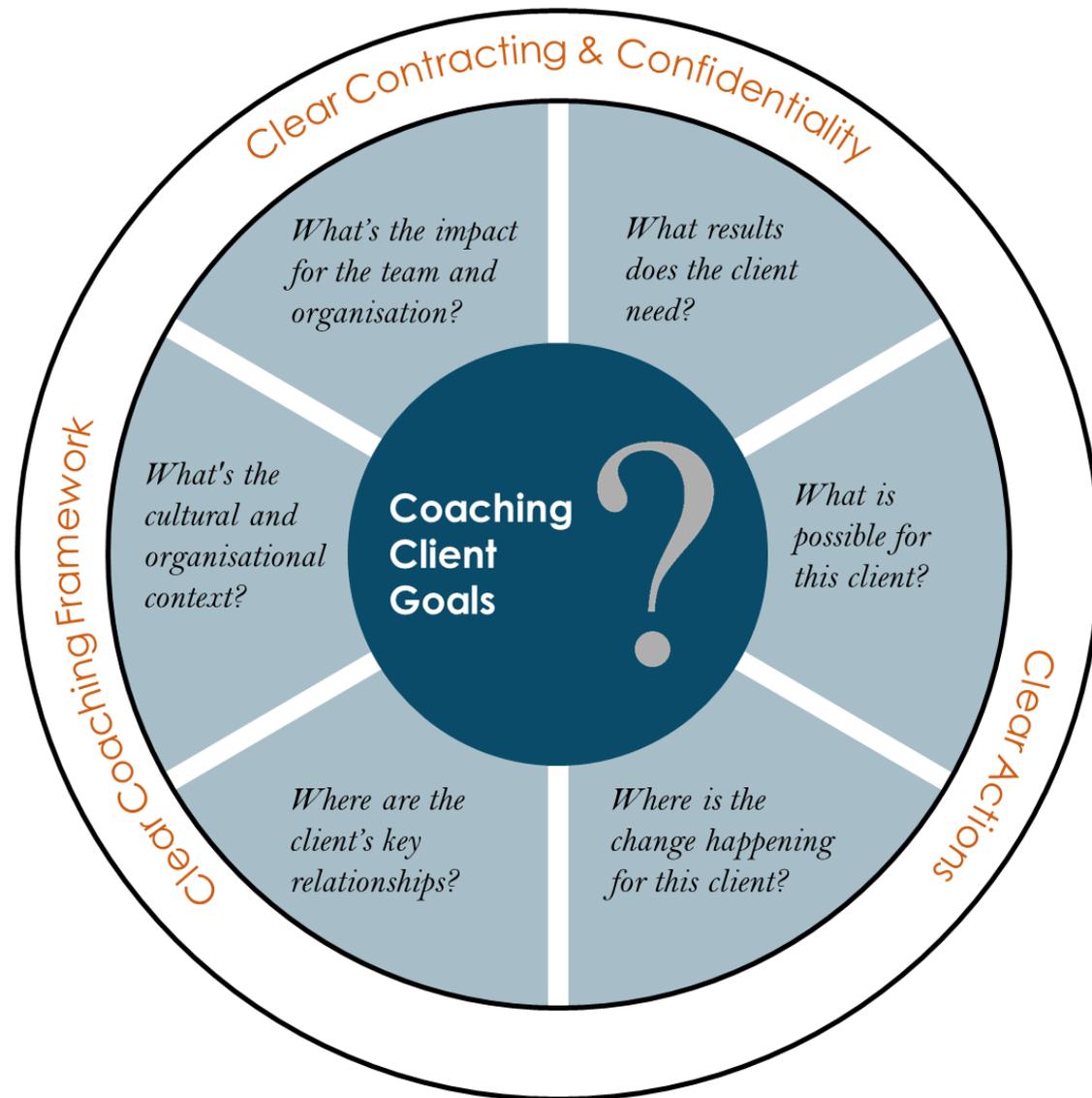
Real Coaching Examples: Our Experience

The following examples are coaching assignments we're working on, or have worked on in the recent past:

Change leader	OD coaching	Coaching in M&A	Coaching for restructure
<p>Work with new CEO to transition into role from internal promotion – ‘First 90 Day’ coaching (Technology)</p>	<p>Coaching for Associate Director to build readiness for Board role (Civil Engineering)</p>	<p>Coaching for High Potential manager around complex career choice (Aerospace)</p>	<p>Work with Associate Director to prepare for wider role in a restructuring business (Nuclear Power)</p>
<p>Coaching for senior OD manager to prepare for next career stage (Large London Borough)</p>	<p>Work with senior female executive on personal impact and influence, in preparation for Board role (Legal)</p>	<p>Work with senior executive on specific behavioural gaps and opportunities (Local Government)</p>	<p>Coaching for Partnership Track post development centre (Professional Services)</p>

Coaching Principles

The foundation of BCL's coaching approach is reflected in some core questions. Some of the questions are explicit, and part of the coaching conversation; others are implicit in the way the coach thinks about and explores the key issues:



Impact and Evaluation in Coaching

Being able to identify the impact and effectiveness of 1-to-1 coaching is a question for many organisations; changes that are often behavioural, may be felt or seen by others in relatively subtle ways, and not readily link themselves to quantifiable outcomes, can be challenging to track.

However, organisations need to have a sense of progress and impact, whether in a commercial context, or in a public service one, so coaching interventions need to reflect the same level of commitment to great results.

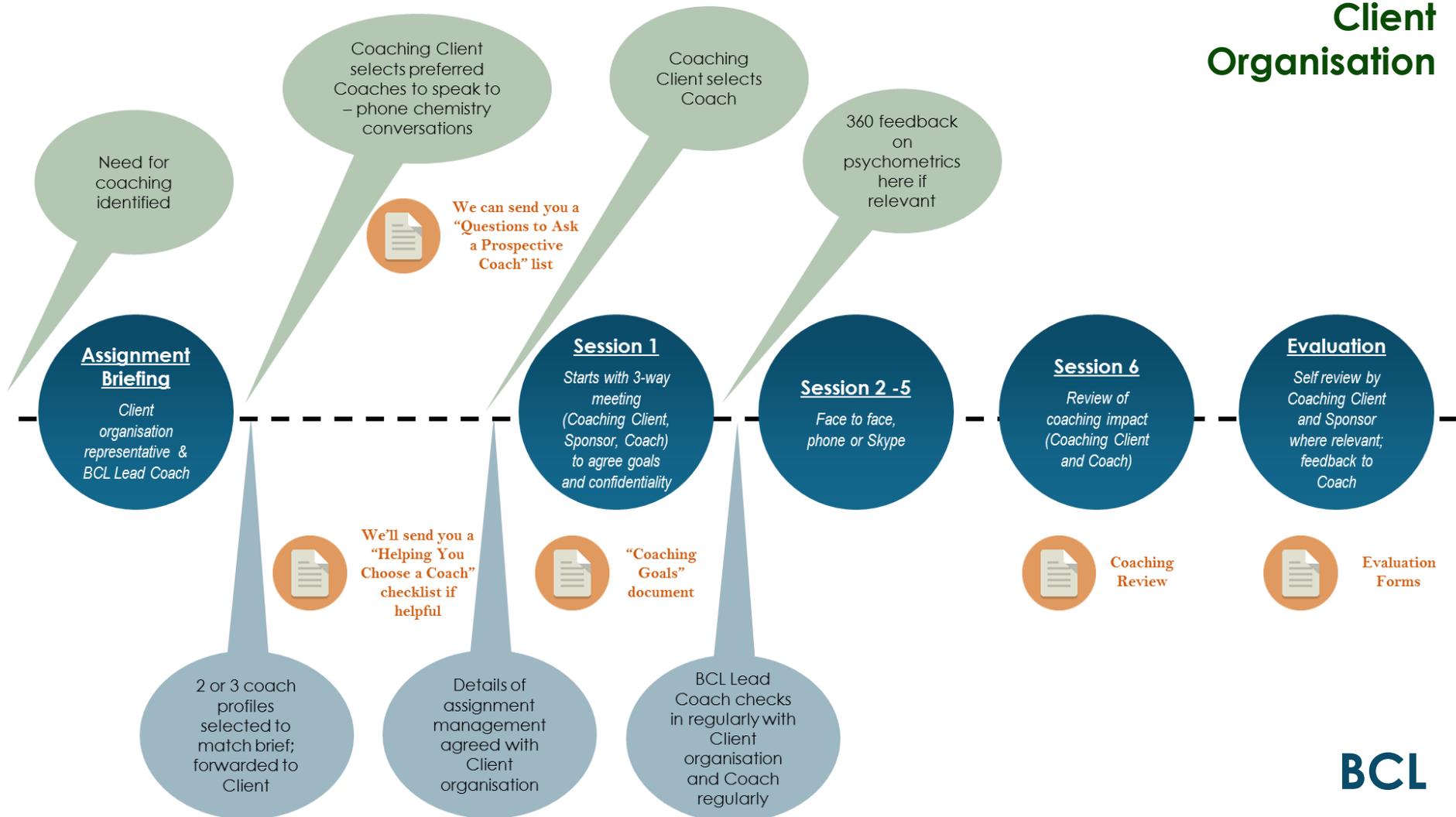


We help coaching clients and their organisations measure impact in the following ways:

- Setting clear, agreed goals for the coaching with key stakeholders. Where relevant, this addresses individual, team and organisational impact. The key question is: 'How will we know this has worked?'
- Identifying how success will be measured, and ensuring the measures can be linked with confidence to the coaching activity. This may include behavioural data (360/ anecdotal feedback, self-assessment, 'critical incident' data about how situations have been tackled, relevant metrics relating to team (turnover, succession), business performance (e.g. increased successful tendering) or career progression data
- Where possible, measurement of impact is linked to the reflective process; coaching clients may collect their own data as part of a coaching session, and then use it as part of their final review with their line manager
- Use of final evaluation data from coaching client and line manager, about their experience of the coaching, and their perception of its value

Overview of the BCL coaching process

Client Organisation



BCL

Our Coaches and Methodologies

We have a wide range of experienced Coaches with:

- Outstanding capacity to build and maintain trust with clients.
- At least ten years' business experience at senior levels, and a great coaching track-record across a range of organisational and business sectors.
- Post-graduate qualification in professional coaching, occupational psychology or related areas, or PCC (Professional Certified Coach) qualification with a national or international accrediting body. Many of our coaches are active in the professional bodies of which they are members.
- Depth of psychological awareness, and familiarity with key frameworks (cognitive behavioural, TA, Gestalt).
- Training to use relevant psychometrics (MBTI, EQi, Hogan, Firo-B).
- Commitment to professional development and to regular independent supervision.

We also look for the quality of a Coach's 'presence' (an amalgam of style, personal impact in the room, values and approach to coaching) and their capacity to create great rapport with a client. Trust is central to the process of coaching; all our coaches are highly skilled in creating the environment for coaching clients to stretch further on really difficult issues, as well as holding their experiences confidentially and without judgement.

Typically, approaches a Berkshire Coach might demonstrate include:

- Sophisticated levels of listening and questioning, tuning into what the coaching client is and isn't saying verbally or non-verbally
- Developing strong rapport to enable trust, risk-taking and addressing tougher issues in the context of the coaching relationship – going beyond the 'safe' conversation
- High levels of support and challenge, calibrated to the coaching client's needs
- Highly developed presence and strength – we work frequently with intelligent and highly educated coaching clients, not all of whom are positive about coaching or development. Our coaches have the capacity to meet this behaviour, and work with the response they receive.
- Action focused coaching – we challenge coaching clients to do something different, rather than just reflect differently

Methodologies a Berkshire coach might typically draw on include:

- Transactional Analysis, Gestalt work, NLP, Systems Thinking, Cognitive Behavioural work, OD or Change theory
- Working in role to enable participants to rehearse critical conversations
- Research on career, life stages and work/home identity
- Mindfulness and mental focus work
- Resilience theory and practice
- Project planning and goal setting approaches; breaking complex tasks down
- Strategy, competitor awareness and visioning; linking daily work to wider culture and organisational goals

Berkshire Coaching Packages

Typically, we coach leaders and managers in two ways - either in an individual 1-to-1 Executive Coaching Package or individual coaching as part of a Leadership Development programme. Each of these options is described in more detail below:

1-to-1 Executive Coaching Package

- Approximately 6-8 months in length
- Berkshire provide full Coach profiles, with support to clients for choosing a coach. Most coaching clients speak to two preferred coaches in a chemistry call
- 6 x 2 hours face to face, with additional phone or email support as required. Some clients prefer to phone or Skype in subsequent sessions if they're working internationally. We recommend the first session is face to face
- Session 1 includes a short three-way meeting with the sponsor, to triangulate goals and agree confidentiality. We believe in the value of this meeting, but we recognise it isn't always logistically possible or appropriate, so we're happy to look for other options
- We strongly recommend use of 360 feedback and psychometrics where relevant, to establish a benchmark. Coaching clients often already have this data, and we ask them to share this with their coach before Session 1. Commercially available 360s or psychometrics are charged at cost
- Some senior coaching clients prefer 360 feedback to be collected by the Coach from peers and stakeholders by 1-to-1 interview, and then collated. This is charged separately from the coaching package at a minimum 0.5 day

- All our Executive Coaching is supported by our Coaching Terms and Conditions, which outline approaches to cancellation, ending the coaching contract and confidentiality

Leadership Development Coaching

- Length varies, but typically, a cohort of managers may have three individual coaching sessions each over 6 months.
- Session 1 takes place before the programme starts, to identify learning goals and review 360/psychometric feedback. Half-way through, participants meet their coach to review what's changed and work on progression towards their goals. At the end of the programme, the final session reviews outcomes and helps participants apply changed behaviours back in the workplace
- Coaching is costed on a three- or four-session per day basis. Typically we allocate coaches to participants in advance to stream line the process
- All our Leadership Development Coaching is supported by our Coaching Terms and Conditions, which outline approaches to cancellation, ending or changing the coaching contract and confidentiality

Berkshire are happy to act as a coaching partner with other suppliers in Leadership Development or Change interventions, and we have extensive experience of working in this way.

Assignment and Quality Management

We think it's essential to manage Coaching assignments with the rigour we bring to all our projects. We focus on:

- Ensuring you have a key point of contact, who is an experienced coach ('Lead Coach'). This consultant will explore the requirement with you, select appropriate Coaches and manage the assignment
- Selecting only Coaches with appropriate skills, qualifications and depth of experience
- Straightforward checklists to enable coaching clients to make the best choice of Coach, and suggest questions for the chemistry call
- Planned, regular 'check in' points (but that don't compromise the confidentiality agreement)
- Simple documentation to track the assignment (Coaching Agreement, Coaching Goals, Evaluation form)
- Clear terms and conditions on changes of planned date or coach
- Clear feedback loops, to manage any emerging issues quickly. Typical issues we manage are : cancellations, changes in role or department, secondments



If you would like further information, please contact:

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