

Coaching in Organisations

The coaching phenomenon

The purpose of investing in a coaching program is generally to improve business and individual performance.

The challenge that many businesses have faced is that previous investments in this area have applied an off the shelf product and been formulaic in their approach. They have not delivered on their promise and both the company and individuals involved lose heart. How do you turn that experience around?

Invest time in your choice of coach. A coach, no matter how fabulous, cannot deliver the desired return on investment if the match isn't the right one.

If it's that difficult, why invest?

Successful coaching improves employee performance and ultimately the success of your business.

With the right tailored approach, a coaching program can facilitate a shift in individuals' thinking and in turn shift the culture of your business to one that is responsive to feedback, open to change and focused on learning.

Research has indicated that companies that invest in a coaching program experience an improvement in:

- Productivity and decision making
- Communication, team dynamics and interpersonal skills
- Staff commitment, engagement and loyalty
- Goal setting and performance
- Customer satisfaction
- Staff retention

How to choose?

There are many coaches available in the areas of either life or business. There are many qualifications that have substance and offer value to an organisation. At the core of your decision-making process should be the framework that a coach will use and the experience they will bring to your unique business and situation. Can they add value?

Experience counts.

A business should seek a coaching framework (first) and subsequently the right coach (second) that fits and adapts to their needs. The best coach for you is one that suits both the organisational drivers and critically, the individual who will participate. Ultimately however, if the coach doesn't suit the individual, the match will not be successful.

The best coaches take their training and experience, and use their curiosity and business savvy to understand the business drivers and tailor their approach to deliver on the desired outcomes. They will work with the organisation to understand why this is important to you and then help you define goals and deliverables. Once the organisational goals are set, they walk a fine line between organisational advisor and trusted coach. Once a program commences, it is in the role of trusted coach, where they deliver the most potential value to the organisation.

Our perspective on coaching

At Perspektivs, our coaching philosophy is to ensure alignment at the outset with company goals. We build trusted advisor relationships with our clients and we seek to add organisational value. We will practice what we preach and if we do not align in this area, we can help you find a better suited coach. We want your coaching program to deliver to its potential.

Once engaged, we seek to inspire, encourage, motivate and guide an employee to achieve their professional and personal goals and unlock their greatest potential.

Through using a variety of proven coaching methodologies and a flexible approach, our success is derived from building trusted relationships to facilitate an individual discovering answers and strategies for themselves. In our experience, people are much more likely to engage with solutions that they have come up with themselves, rather than those that are forced upon them.

Accountability for achieving results will rest with the individual. We will help facilitate where necessary, the alignment and communications between the individual and the appropriate manager/s within the business.

Who will benefit from a coaching program?

All employees can benefit from regular coaching, provided they are open to feedback, willing to challenge themselves and learn. At Perspektivs we have worked with a variety of individuals to help them achieve their goals including:

- CEOs in large corporates, small business owners and entrepreneurs and senior executives

- Managers and Leaders - those wanting to get the most out of their teams, develop their leadership skills or deal with a challenge
- Newly promoted Team Leaders – those transitioning from technical expert to leading teams
- High-potential employees – the next crop of future leaders
- Graduates or entry-level employees just starting out in the workforce

We can help the individuals to discover their strengths and development areas, see business challenges from a new perspective, encourage a new way of working and stretch the individual's thinking, with the aim to develop and challenge the employee to reach their potential.

The Perspektivs Approach

As no two businesses are the same, we adapt our approach to suit your specific requirements, challenges and culture. We will work with you to define what successful coaching looks like for your business.

Our general approach to coaching involves a number of crucial steps outlined below.

Define Success for the organisation

At the very outset, we will conduct a detailed interview process with the appropriate business representatives to build our understanding. This interview will consist of discussion along the following lines:

- What is the purpose of this investment in coaching
- What are the desired outcomes
- Why have these individuals been chosen
- What is their view on participation
- What is the relationship between the organisation and individual

We will also set out agreements in relation to confidentiality and reporting to ensure all parties enter this coaching relationship with the same expectations.

Define Success for the individual

Each program will be tailored to an employees' individual goals and objectives, which involves collaboration and discussion between the coach, coachee and manager.

At the initial meeting with the individual, your manager and coach will:

- Establish the overall objectives of the coaching program

- Agree on timeframes (usually 3 to 6 months)
- Agree on the frequency and format of coaching sessions

We will also outline the Perspektivs coaching philosophy and the basic rules of the coaching relationship regarding:

- Open, honest discussions
- Confidentiality
- Establishing a questioning and learning mindset

Assess Coaching Needs

We adopt a strengths-based approach which focuses on nurturing individual talents.

The coach will gather relevant feedback through variety of tools including:

- Any recent performance appraisals
- 360-degree feedback
- GAPS assessment – An in-depth interview to gather feedback on individual professional and personal goals, motivators, strengths, abilities, perceptions (as seen by others) and success factors

This will be assessed against any of the organisation's performance standards or competency frameworks.

From this, the coach will work with the individual to prioritise the key goals and focus areas and with agreement, will tailor a program to ensure progress against these. Coaching should be a collaborative process so we encourage ongoing discussion between the coachee, coach and manager.

Coaching Sessions

Once agreed on the objectives and coaching needs as outlined in Step 1, 2 and 3, regular coaching sessions can begin. These will vary depending on the individual but generally involve:

- Discussing recent examples/real-life scenarios from the workplace
- Self-reflection and feedback on your progress against your objectives
- Problem-solving, role-plays or identifying roadblocks
- Identifying any further training or support required
- Establishing agreed actions for the next session

We offer flexible coaching delivery options both face to face and virtually to suit your business environment. Our coaches adapt a variety of coaching methodologies and assessments to suit the individual's needs and style including:

- GROW coaching model (Max Landsberg's Tao of Coaching)

- Myers Briggs Type Indicator (MBTI)
- Strengths-based coaching

We also specifically utilise the framework outlined in *The First 90 Days* by Michael Watkins for any assignments related to role transition.

Assess Progress and Evaluate Success

A key component of any coaching program is assessing its effectiveness. At regular agreed intervals, the coach and coachee will evaluate progress against any objectives and timeframes set.

A successful coaching program is a collaborative one, so there will be times where feedback is sought from managers and other leaders to ensure the program is achieving its objectives. In addition, Perspektivs will provide feedback at regular intervals to ensure the organisation is providing support for the individual's learning and development objectives.

At the end of the program, the coach, coachee and manager will have a final assessment to determine whether the goals and development objectives have been met and to plan for any further development or learning required.

Program Delivery

In this section, we can provide a more specific outline of milestones and deliverables for the client along with pricing/costs

Coaching Program - Organisational objectives agreed	Date XX/XX/XXXX
Initial 360-degree feedback report and GAPS Assessment	Date XX/XX/XXXX
Coaching needs assessment - Goals and Objectives set	Date XX/XX/XXXX
Coaching sessions	As agreed
Feedback reports	Monthly
Final Evaluation and report	Date XX/XX/XXXX