

The BMC approach to Executive Coaching



- ▷ **Help people quickly assimilate into a new role**
- ▷ **Address a key skills deficiency that is limiting someone's career opportunities**
- ▷ **Support people who have challenging project responsibilities**

**Enable top performers to achieve their full potential
by providing 'one to one' coaching sessions**



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Executive Coaching

Executive summary

Two important elements of successful coaching are the technical competence of the coach and the ‘chemistry’ that exists between the coach and the Coachee. Where a relationship based on trust, honesty, mutual respect and confidentiality exists then great strides can be made towards the desired goal or outcome. At BMC our Coaches have a range of backgrounds and business experiences so that we can identify the ‘right’ coach for each Coachee. Amongst our coaching faculty we can demonstrate experience of holding senior executive positions in a range of industries; we can also provide a skills base that includes MBA’s, Master Practitioners of NLP, Certified Coaches and Chartered Psychologists.

Key features

We have a range of people in the faculty so we can find a good match from amongst our group of expert coaches with the needs of the Coachee

We have coaches based around the globe so we can complete assignments in a variety of locations

We ask that an internal Sponsor be identified so that the Coachee has someone of influence within the company that they can access for help with overcoming obstacles (if that should become necessary.)

We ask that the Sponsor (and/or a senior HR person) make it clear to the Coachee why the coaching is being done so that motivation for commissioning the work is clear.

We write a coaching report after each session that goes to the Sponsor and the Coachee so that everyone knows what progress is being made and a clear Return on Investment can be shown (of course no sensitive or personal information will go in the report.)

We supervise the coach to make sure that they are working along the right lines (this takes the form of a phone call between the coach and another BMC consultant after each session to monitor progress)

We cover all aspects of executive coaching and have the breadth and expertise to consult across the whole range of potential issues and challenges e.g. with new appointments (or on-boarding assignments); post development centre mentoring; helping women executives overcome the ‘glass ceiling’; and developing leadership potential.



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The BMC executive coaching process

At BMC we use a six-step process for managing our one to one executive coaching assignments. Each of the steps is discussed below. The six steps are:

- 1 The coaching contract**
- 2 Identifying an issue**
- 3 Agreeing the outcome**
- 4 Doing the work**
- 5 Developing an Action Plan**
- 6 Writing the Coaching Report**

The coaching contract

The coaching contract spells out the relationship between the coach, Coachee and (where appropriate) the Sponsor. It (i) clarifies the roles of each of the parties, (ii) makes clear what is and what isn't confidential and (iii) structures an overall timetable for the coaching. Typically our assignments involve one session per month over a six-month period but this can be varied according to the specific requirements of the Coachee.

Identifying an issue

At BMC we can identify an issue that the Coachee wants to work on by:

- ▷ Taking a concern or challenge that the Coachee brings to the table.
- ▷ Using one of a range of Psychometric Inventory's to assess strengths and weaknesses e.g. MBTI or The Hogan Leadership profiles
- ▷ Running through a 'Business Issues Interview' that asks the Coachee about their level of confidence in managing a range of Key Success Criteria for their department or company.
- ▷ Carrying out a 360-degree appraisal process to give the Coachee feedback on their current performance from their team, their peers and their managers.

Agreeing the outcome

Having settled on an issue, we then set a clear goal for the work by using a target setting technique known as the 'well formed outcome process'.



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Doing the work

With the outcome in place we will then work with the Coachee to help them to start to move towards their goals. Depending on the circumstances this might involve any one of a number of techniques. Many of our techniques are based on NLP (Neuro Linguistic Programming) and social and behavioural psychology and would include:

- ▷ NLP meta model questions
- ▷ Position perception model
- ▷ Acquisition of expert models using the BMC S3i coaching system (e.g. time management, delegation, leadership, influencing, presenting with impact etc.)
- ▷ A 'thinking session'
- ▷ Time Line analysis
- ▷ Resource anchoring for self confidence

Developing an Action Plan

Once we have done some work with the Coachee we agree an action plan listing the things that the Coachee will put into practice before the next coaching session. These actions are in SMART goal format.

Writing the coaching report

The coaching report is part of our contract with the company and it explains in general terms what action the Coachee is taking and the results that are being achieved. This report is written by the Coach and approved by the Coachee. The report summarises the key points of each session for the Coachee and helps the Sponsor offer appropriate support. The report covers (a) the results of actions from the last session, (b) key points covered in the current coaching session and (c) the main thrust of the action plan. Personal or confidential information is not revealed, but the business is entitled to some feedback on how the coaching is going and this is what the coaching report is intended to achieve. The coaching report is also reviewed with the Coach and their BMC supervisor to make sure that the coaching is providing the correct focus for helping the Coachee achieve their outcomes.

'Real time' observation and feedback

As an optional extra to the standard coaching programme we can offer to shadow the Coachee for all, or part, of a 'normal' working day.

During the session we will sit in on and observe all their meetings, conversations and interviews, then (at appropriate points in the day) give 'real time' feedback. This gives the individual concerned an immediate sense of how they are using their strengths and where they may be able to improve their performance. In addition, any agreed actions can often be immediately implemented, so the new skills can be acquired rapidly and with the support and encouragement of the BMC consultant.

This activity generally takes place around halfway through the 'standard' executive coaching process, that is after three 'one to one meetings' with the coach have taken place and with three more still to come. This means that the relationship between the coach and the Coachee has developed to the point where they are comfortable with the intensity of the shadowing process and sufficiently relaxed and open to make good use of the feedback they receive through the course of the observation session.



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Example
assignment



Improving 'impact and influence'

A European Head of Finance was having difficulty in their board meetings and with sessions involving reviews with the global leadership team. Although technically very competent they felt ill at ease presenting complex financial information in the clear, summarised form required by their colleagues. Their delivery also appeared to be somewhat 'hesitant' and, in the view of their peers, lacked the authority and confidence expected in a senior business leader.

We reviewed with the Coachee the structure and techniques needed to create 'presence' in a business meeting and also introduced them to breathing and voice projection exercises so they could generate a sense of power and impact. We also looked at the key elements of influence and persuasion and showed how these could be built into a presentation. In addition we looked at the value of social networking, coalition building and lobbying in creating consensus in advance of a Board meeting. The importance of 'putting yourself in the other person's shoes' was also addressed by applying the 'position perception model' from Gestalt psychology and this helped the person to develop arguments that 'made sense' for the other members of the executive team and gave them clear messages to 'take away' from each meeting. By the completion of the coaching the Coachee was designing and delivering concise and forceful messages with a clear sense of authority.



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Example
assignment

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Turning round a 'problem' department

A senior manager had taken on the responsibility of running a department of one hundred and thirty people that had many personnel and systems issues. The Coachee faced a situation where there were attitude problems with some team members, many old and inefficient working practices, plus pressure from the senior leadership team to turn things around quickly. They found the conflict, which was an everyday occurrence in this 'failing' department, difficult to handle. They were also concerned that they were losing the trust of the executive team, as results were slow to materialise.

During the coaching programme we considered goal setting strategies, performance management techniques and communication tools. We also looked at the social and cognitive psychology aspects of being an effective manager, as we explored the beliefs and attitudes associated with superior performance. In particular we addressed how to deal directly and forcefully with under performance and managing conflict.

Furthermore we discussed the significance of building social networks and lobbying as a tool for creating a positive image with colleagues and the senior management team.

The results of the coaching were extremely positive with the Coachee growing in confidence and capability over the life of the programme. By the end of the coaching they gained a deeper appreciation of formal management techniques and influencing strategies. In addition they had become more robust psychologically when faced with stressful situations and tight deadlines.

The next step

If you would like to know more about how we can help you use Executive Coaching please contact us

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