

Executive Coaching

'55% of newly appointed Executives fail within the first year'

Hogan et al.

According to recent statistics the growth of Executive Coaching has increased by 57% in the previous twelve months.

Wouldn't it be useful to:

- Maximise the effectiveness of senior staff?
- Provide support to valued individuals who are currently experiencing major problems that are impacting on their performance?
- Transform the performance of Middle Manager to Board Level Teams?

How will your Organisation Benefit from Executive Coaching?

Whether you are the Chairman, HRD Director, Managing Director or Department Head you will have at your disposal a highly effective means to:

- Support the short and long-term development of high performing senior staff
- Help 'fast track' candidates to realise their full potential
- Provide 'remedial' support problems may be of an inter-personal nature or be individual's experiencing 'career crisis'.

Benefits to Individuals

- Identify and deal with specific issues that impact their key results
- Discover & develop their full potential
- Resolve poor working relationships between subordinates and / or peers
- Be coaches themselves empowering their staff to discover creative solutions
- Develop enhanced communication, problem-solving and decision-making skills.



'The Q-OPD Coaching provision is a focused, responsive & business orientated solution'

*Michelle Cooper,
Assistant Director HR & OD, Ealing PCT*

Our Clients

- Network Rail ● GAME
- Napier University ● Ealing PCT
- Johnson & Johnson ● Leo Pharmaceuticals
- Smith & Nephew ● Hackney Learning Trust
- Boehringer Ingelheim ● Wrigleys
- Home Office ● Janssen Cilag
- United Business Media

What is different about the Q-OPD Executive Coaching approach?

Executive Coaching provides a tailored and individual approach to the unique challenges faced by Leaders and Managers. Coaching is the structured, outcomes-led process whereby a Coach supports and guides an individual through the challenges they are facing. As such, Executive Coaching is about helping the individual to develop their critical thinking skills and behavioural flexibility enabling them to become more effective in their role.

The Q-OPD Coaching process is linked to the organisational requirements as well as the individual's needs. Our methodology includes a 'benchmark' of the situation using various methods, which may include psychometrics and 360 Degree Feedback. In this way both the organisational and individual outcomes are clarified. By having this 'snapshot' of the situation, we can re-measure the change on completion of the coaching intervention.

The Q-OPD Coaching approach helps develop lasting change by enabling individuals to:

- Clarify issues and challenge unhelpful beliefs
- Evaluate options and decide on a compelling course of action
- Rehearse new ways of behaving - transferring them to the workplace

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- Learn and consolidate skills which will enable them to deal with future events

It is widely acknowledged now that the development of non-technical skills in the workplace best occurs by:

- working through real world situations
- continually practising newly acquired skills over the course of several months
- using tried and tested models of such skills as: leadership, management, communication, influence, negotiation, problem-solving, decision-making, motivation, self-esteem, emotional intelligence, presentation skills etc.

Executive Coaching, consequently, is recognised as the most effective way of delivering these three critical elements in the workplace and has been shown in large-scale studies to be more effective than traditional training courses.

How are the coaching sessions structured?

Q-OPD use a proven and structured approach to coaching individuals and teams that combines the very best of organisational psychology together with the highly personal and tailored style used by top mentors. Consequently, a typical sequence of events would be:

- A preliminary face to face to determine what the individual's outcome is and establish typical ways in which we can assist the individual
- Optional completion, by the individual, of a range of suitable personality questionnaires and perhaps 360 appraisal in order to help raise their levels of awareness
- Feeding back and clarifying the results of the above questionnaires
- Starting the coaching sessions proper during which the individual will be assisted to: accurately assess their current situation, generate practical options and strategies, decide on a motivating plan of action and address any concerns and doubts. Specific non-technical skills necessary for successful achievement of the individual's outcome will be covered during these sessions
- Between coaching sessions the individual will select specific parts of their strategy to work upon and/or new or expanded skills to practice
- The coach will be available by phone or e-mail to provide on-going support and encouragement.

It is recommended that an individual starts with a minimum of eight two hour Coaching sessions held every 2-3 weeks, though the exact number can

be agreed with the individual or the HRD specialist.

Who are the Executive Coaches?

Q-OPD's International Executive coaches are qualified Organisational Psychologists and Business Coaches. The two key Q-OPD coaches, Nina Len and Richard Lewis, come from a strong Industry background and have extensive experience of coaching at senior, middle management and Board level.

What are the media saying about Executive Coaching?

Research shows that Coaching delivers an average ROI of 5.7x the initial investment

Manchester Inc., 2001

The goal of coaching is the goal of good management: to make the most of an organisation's valuable resources

Harvard Business Review

Case study Coaching - Aspiring Board Level Member

Overview

Following a review of the succession plan by the Board, it was decided that a senior manager who was aspiring to a Board Level position would benefit from the Q-OPD Executive Coaching services. The individual concerned had a transactional leadership style, his adversarial style meant he did not work effectively with his staff and the other divisional managers.

The outcome of the Coaching was to: develop his Transformational leadership style by helping him to:

- Build his self awareness
- Increase the flexibility of his interpersonal style
- Learn effective ways of motivating his team
- Act as a role model, i.e. 'walking the talk'

Process

A full brief from the Sales & Marketing Director was taken. Then an individual 'diagnostic' was conducted that included a range of psychometrics including: Personality questionnaires, e.g. Emotional Intelligence and a 360 Degree Appraisal.

The feedback from the 'diagnostic' helped the individual to increase his self awareness and use this information to develop his behavioural flexibility.

Behavioural Change process

The Q-OPD Coaching process provides the tools and strategies to understand, influence and manage others' in a positive manner. Part of the process is to teach the individual leading-edge behavioural change

methods, such as visualisation and mental state rehearsal, to ensure that the newly-acquired skills and behaviours are reliably transferred back to the work place.

A 'mini' 360 survey was conducted six months after the start of the coaching process to measure the change in others' perceptions of this individual's leadership behaviour. This was followed by a full 360 Appraisal after 12 months.

Outcome

It was noted by using the measures of the 360 Degree feedback and discussions with the Sales and Marketing Director that a significant positive change in leadership style had occurred. 18 months after the start of the process the individual was given an appointment to the Board.