

# Individual Coaching



## Unlock potential, lift engagement, boost performance, improve wellbeing

The most successful organisations regularly engage external coaches to accelerate the development of their best and brightest. Coaching has become an essential leadership development tool for targeted development as it is one of the most effective ways to create dynamic, high performing organisations.

### Business outcomes

IECL coaches are engaged to work with counterparts towards a range of outcomes. Coaching ensures:

- Fast and effective succession into critical roles, increasing productivity
- Retention of high potential employees and leaders through targeted development
- People transition successfully from technical roles to leadership roles
- Self-awareness and development of personal style, resulting in greater leadership impact
- Sound and ethical decision making in complexity, leading to better business results
- Underperformance is challenged and accountability is enhanced by robust conversations
- Awareness of 'blind spots' in professional effectiveness, including attitude and values misalignment resulting in higher levels of engagement and productivity

*Coaching has provided a unique opportunity to develop a fresh approach to leading a successful team.*

**Counterpart, Legal Team Manager, Government Department**

*It has been the most rewarding development experience of my career...*

**Counterpart, Executive, Financial Services**

*The IECL coaches often left my senior staff reflecting on potentially new and different concepts and approaches, and in turn, caused them to look at things in a much different way.*

**Coaching Sponsor, Head of Private Banking, Major Bank**

### What is coaching?

Coaching is a series of collaborative one-on-one learning conversations that facilitate transformation and accelerate development. Rather than being a teacher, advisor or expert in the counterpart's profession, the IECL coach is an expert in the learning conversation and guides the counterpart to identify goals and aspirations which then become the content of the coaching engagement. Our coaches use an adult learning framework and a systematic, solution-focused process of setting goals, brainstorming options, taking action and reflecting.

### IECL research

IECL's coaching effectiveness research (conducted over ten years) shows coaching builds capability in the following key areas:

- Self-awareness and capacity to respond to personal challenges
- Ability to have difficult conversations, manage performance and influence both up and down
- Communication of ideas and capacity to give and receive feedback
- Team effectiveness and team building skills
- Strategic awareness and sensitivity to the business environment
- Clarified career interests, direction and vision

## Coaching Engagement Structure

Each coaching engagement differs in structure. IECL will make a recommendation depending on the requirements of the organisation and the counterpart. For change and learning to occur, we typically suggest 8 to 10 coaching sessions, with each session 1 – 1.5 hours. Sessions are scheduled on a fortnightly to monthly basis, over a 4 to 12 month period. Coaching commonly takes place face to face. IECL coaches are also experienced in coaching over the phone or via technology.

### STEP ONE: The brief

The client provides a detailed brief including the required coaching outcomes and the business context. The counterpart is provided with an overview of IECL coaching process and next steps.

### STEP TWO: Meet and greet

Profiles of one or more IECL coaches are put forward and the counterpart meets with the preferred coach.

### STEP THREE: Confirmation of the engagement

Once the coach is confirmed, IECL provides a final recommendation on the engagement structure. A confirmation of engagement is signed between IECL and the coaching sponsor.

### STEP FOUR: Coaching engagement commences

- The coach may provide **pre-coaching questions** for the counterpart to reflect on prior to the first session.
- The counterpart receives a **login to CoachHub**, IECL's unique coach management system.
- The coach and counterpart agree to a **'coaching commitment'** (accepted via CoachHub). The commitment outlines the boundaries of the coaching relationship, coach commitments, counterpart commitments, confidentiality and ethics and postponement policy.
- **Diagnostics** are administered and/or stakeholder interviews take place where appropriate and approved.
- **Coaching commences**, diagnostics are debriefed and high level themes of stakeholder interviews are shared with the counterpart.
- The counterpart completes a **pre-coaching evaluation** via CoachHub which includes documenting goals, the difficulty of those goals and progress to date as well as wellbeing measures.
- The **organisational sponsor** (line manager or other) is invited to join a coaching session toward the beginning of the engagement. This establishes organisational expectations for the coaching and ensures transparent coaching goals and commitment to success from all stakeholders\*.
- The coach structures the sessions around key adult learning principles. This includes applying the counterpart's past knowledge and experience to reframe what they already know into new ways of thinking and behaving. Successful coaching requires a collaborative approach, with the coach as a facilitator of change. Between sessions, it is the counterpart's responsibility to enact change and implement actions that have been agreed to.
- The **engagement closes** with a meeting between coach, counterpart and the organisational sponsor to assess progress on coaching goals, evaluate effectiveness and discuss next steps.
- The counterpart completes a **post-coaching evaluation** via CoachHub.

## Progress Reviews and Reporting

Progress is regularly assessed during coaching. Accountability is built into the process through progress reviews which assess the outcomes achieved against the goals and expectations identified at the start of the engagement. As described above, the organisational sponsor's input is sought at multiple points. IECL reports to the organisation on coaching dates and progress and not on the content of the coaching sessions. IECL also collects and analyses evaluation data.

\* All stakeholder and coaching sponsor meetings take place within the contracted hours.

## Engagement Structure

