



Are you ready for coaching?

Coaching Information Pack

MAX

ACCELERATED EXECUTIVE COACHING

Introduction

Just as an explorer setting off on an adventure takes a guide, an individual embarking on a coaching relationship takes the coach along with them. When the explorer finishes their journey and celebrates their achievements, they know that they are individually responsible for making the journey and it is they who have achieved their dreams. However, they also recognise that they wouldn't have done it without the help of their guide. The guide didn't take the journey for them, but was there every step of the way, to support, encourage, motivate, help navigate any obstacles and ultimately to remind the explorer why they are taking the journey in the first place!

There are times that arise in everyone's life where we pause for a moment and begin to explore the person we are and the person we are becoming. Sometimes this reflection can be catalyzed by an external life event, New Years Eve, birthdays, weddings and funerals or an unexpected illness. Professional circumstances can also emerge like your annual appraisal, a promotion, a new boss or even redundancy. These experiences can feel positive or negative like an opportunity or a burden, a calling for personal growth or a painful lesson...often accompanied by confusing emotions. How we make sense of these experiences determines our direction, what action we will take and how we will move through the challenges. These choices are critical as they will directly affect our sense of self, our competence and our level of personal fulfillment.

Wouldn't it be great to have more choices, in these moments? To have someone by our side who is listening deeply, being fully present with who we are and what we say? Someone who can support us when we get stuck, point out our blind spots, shift our perspective and design a customized development plan to accelerate our growth? Someone who can take into account our immediate concerns and help us to balance them with our long range goals? Someone who can ensure our outcomes are greater than those we would achieve on our own? That someone is a coach.

What is Coaching?

There is much confusion surrounding the label of coaching, and it can often be confused with therapy, when in reality it is very different. Coaching has become popular due to its proven effectiveness in contrast to the frequent failure of traditional training to produce significant and sustainable behaviour change. Coaching focuses on the importance of developing people in response to the increased pressures and demands of the world and the workplace. Coaching as a

profession aims to develop the individual as a person, to fulfil individual potential enabling both increased choice and satisfaction. Executive coaching is more complex. It embraces the additional dimensions of organisational culture, professional roles, stakeholders and ultimately achieving sustainable business results.

In short:

- Executive coaching is a forward looking process focusing on improving your performance and your sense of personal fulfilment.
- It varies from counselling which focuses on understanding and changing the emotional and psychological roots of behavioural issues.
- Consulting is also very different as this is an expert driven process which focuses on implementing solutions to solve business problems.
- A coach does not have all the answers, a coach does not know what is best for you and does not give you advice. A coach operates from the perspective that you have all the resources you need to make the right choices for you in your life.
- Coaching assumes that you already have what you need, you merely need coaching to access it. Similar to sports coaching your coach will hold you accountable for achieving your personal best – whatever that might be.

There is no doubt that executive coaching has emerged as the next evolutionary step in the development of leaders. We now know that it is not enough for a leader to understand what they have to do to be successful, since most leaders in major corporations barely have time to carry out their jobs, much less focus on their long term development as leaders. Executive coaches can help to bridge the gap between a leader intellectually knowing what to do and actually doing it as coaching inevitably involves accountability for changing behaviours. Change only begins in the mind, it takes place in the muscle. As one of my clients remarked *“executive coaching is the rocket fuel which enables leaders lift off in their lives!”*.

Our executive coaching assignments include the following:

- Personal performance coaching
- Strategic leadership development
- Coaching individuals through transitions
- Team development coaching
- Talent/ high potential retention
- Performance issues

- Career development coaching
- Work/Life balance
- Managing stress, building resilience
- Health and well being

Building a Case for Executive Coaching



Although coaching is a relatively new field, emerging research is documenting a clear causal connection between coaching, changing behaviours and subsequent improvements in business performance. It is clear that many organisations fail to consistently measure the outcomes of coaching and thus fail to identify their return on investment. The key to fast

tracking organizational performance is having strong, tangible business results combined with more qualitative attitudinal results. This is critical for satisfying key stakeholders that their investment has been worthwhile, validates an organizations spending on coaching, and acts as a powerful way of assessing progress for organisational success.

Tangible benefits can include sales and profitability, reductions in cost, staff churn and improvements in customer satisfaction and employee engagement scores. The ROI process can also include less tangible benefits like management competencies and leadership capabilities, levels of confidence in the organization, motivation and collaboration, succession planning, creativity and innovation. It is imperative that these measures are identified at the beginning of the process and should be directly tailored for each coaching contract. For ROI to be meaningful it has to be measured against what business goals you and your leaders value the most, and therefore coaching becomes hard-wired to the strategic goals of the organisation.

There is no doubt that what you measure is what you get. Clarifying the desired outcomes for coaching at the outset, setting clear and positive intentions focuses the mind and raises awareness, thus you set yourself up for success from the very beginning. By tracking progress and holding regular reviews, your thoughts, actions and behaviours will align together to realise your goals. The evidence will become plain for all to see.

Some Research

1. Research conducted by the International Coach Federation and Linkage Inc. "Coaching in Corporate America" found the primary benefits of corporate coaching in 4,000+ corporations to be (in order):
 - Improved individual performance
 - Improved bottom-line results
 - Improved client service
 - Improved competitiveness
 - Development of people for the next level

2. Research by the Association for Coaching (amongst purchasers of coaching services and individuals who had been coached) found that:
 - 38% of purchasers feel that coaching re-engages individuals and leads to increased productivity
 - 58% of purchasers stated that coaching improves people management skills
 - 53% of purchasers stated that coaching increases motivation
 - 48% of coachees attribute improved work-life balance to their coaching
 - 42% of coachees agreed that coaching increases motivation.

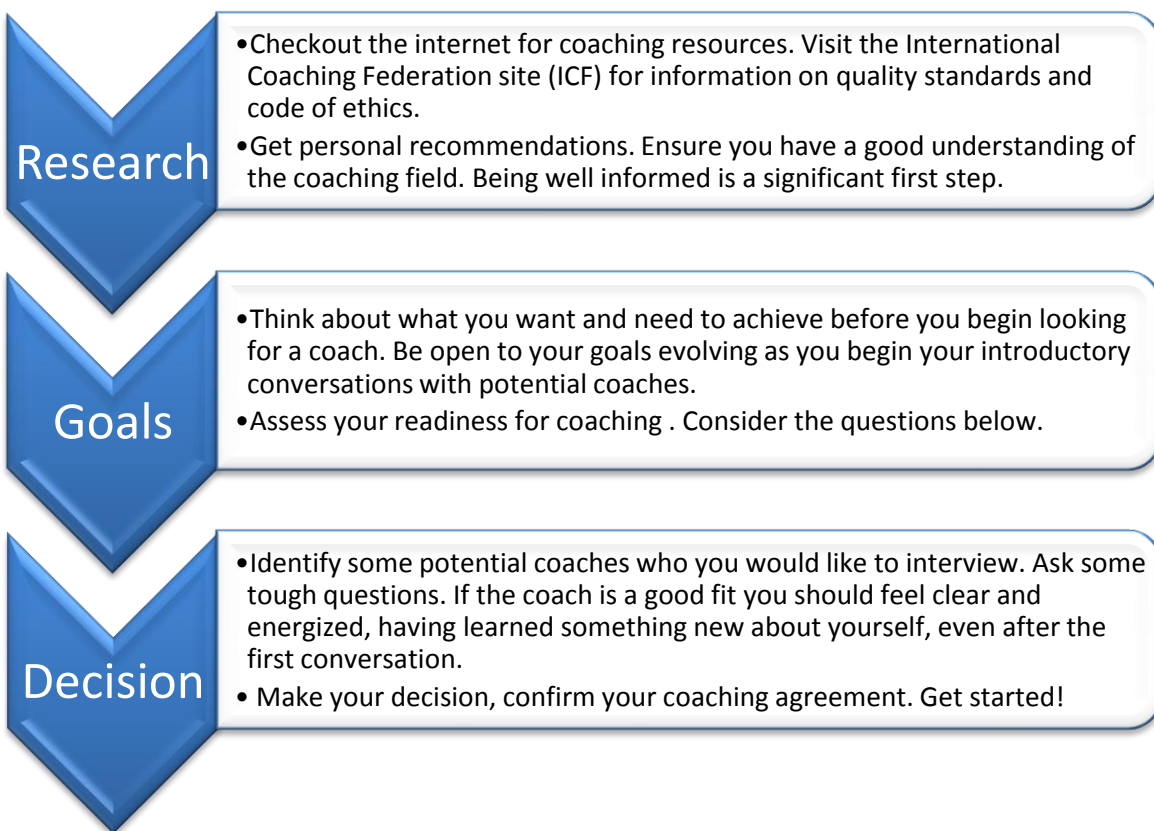
3. Research by the Manchester Group into 100 senior executives, mostly from Fortune 100 companies, who had received one-to-one coaching, found that:
 - Executive Coaching yields return on investment of almost six times the initial investment in a typical coaching assignment
 - 77% reported improved relationships with their peers
 - 67% reported improvements in teamwork
 - 61% reported improved job satisfaction
 - 53% reported improved productivity
 - 48% reported improved quality of output.

4. Research by The Lifecoaching Company, "Coaching Today Survey" concluded that respondents feel that coaching:
 - Has a positive impact on other aspects of participants' lives, both at work and outside the workplace (96%)
 - Creates a feeling amongst participants of ownership of the issues and the outcomes (85%)
 - Results in evidence of learning being put into practice (71%)
 - Produces readily-quantifiable and positive results, often demonstrated on the company's "bottom-line" over the long term (62%)
 - The top four words associated with coaching (from a given list) were: Supportive (98%) , Empowering (82%), Holistic (80%) , Inspirational (77%)
 - The top three words associated with training (from the same given list) were: Prescriptive (71%) , Rigid (70%) , Intimidating (50%).

Selecting a coach

Choosing the right coach is critical. Coaching is an extremely competitive field and so there will be many coaches for you to choose from. It can help for you to consider your expectations at the outset, as proper diligence will go a long way to ensuring a successful experience. If you are being sponsored by your organization you will need to have some internal conversations regarding the necessary outcomes for your coaching, your strategic contribution and how these will align with organizational performance.

Once you have some clarity on the purpose of the coaching, you can follow this simple three step process to guide you in your selection:



Are you ready for a coach?

Successful coaching depends entirely on whether you are ready to make this move – as readiness drives results.

If you agree with some of the following statements, then you would **benefit** from coaching:

- I have goals, skills or learning projects I want to achieve

- I believe that there are areas where I can improve
- I lack clarity and there are decisions to be made
- I am open to finding out new things about myself
- I am ready commit some thought and time to my personal development
- I want to accelerate results in my life and work
- A big stretch is being asked or required of me and it is time sensitive
- I could use someone to help me focus, challenge me, hold me accountable to my commitments and my longer term dreams

If you agree with most of the following statements, then you **are ready** for coaching:

- I feel this is a good point in my life to take on a new set of challenges
- I am willing to commit time to the coaching sessions and any in between activities that the coach may request
- I am willing to book coaching sessions in advance and give them high priority
- I really want to take advantage of this coaching opportunity
- I am ready to consider my options and to define a better way forward for myself
- I am doing this for me!

Your role



Coaching is a two way relationship. You have your role and the coach has theirs. Your role is to take an active role in the process, to be receptive to new ways of understanding yourself, to different perspectives and ways of behaving – a good coach will do the rest!

It is not your responsibility to:

- **Manage the coaching process** – *your coach will guide you there*
- **Defend the status quo** – *don't waste your coaching time defending your decisions and justifying your actions, focus on improving your performance by changing behaviours and learning new skills*
- **Feel you have to know it all** – *you're not supposed to have the answers to everything – it is okay not to know the answer! Your coach can help you to gain some clarity.*

- **Compete with your coach** – *your coach should not be a rival or a threat. Withholding information, and scoring points only wastes time. If you feel the need to do this perhaps it is time to re-evaluate the trust you place in your coach (maybe they are not the right coach for you?)*
- **Put a positive spin on your situation** – *try not to colour the truth, your coach can help you best when they fully understand the obstacles and why you are feeling challenged*

Some useful questions to ask a potential coach

1. What is your training specifically in coaching?

The coaching profession is not regulated at this point. Anyone can call themselves a coach, though actual training may have been in therapy, education, or a consulting specialty. Each of these approaches is very different from coaching. The International Coaching Federation(ICF) or the Association for Coaching(AC) are two of the most recognised who offer specialised training in coaching and set professional standards for the industry. Be aware that different countries have a variety of professional associations some less regulated than others. Coaches who are members of the ICF or AC will have undergone extensive training and have attained a high professional standard in coaching.

2. Do you subscribe to a structured "program" or curriculum? How prescriptive is your coaching? What models of coaching underpin your practice?
3. What is your policy about confidentiality?
4. What can I expect from a coaching relationship with you? What will a typical session be like?
5. Have you ever referred an individual to another professional? In what circumstances?
6. What is the policy on missed or re-scheduled calls?
7. What is the investment required (money and time)?
 - Intake -- How much an hour and how many hours? Is there flexibility regarding the length? Can written work be done beforehand? How does the time get used?
 - Weekly/monthly calls -- How long are they, how many a month? What is the monthly fee, how many months minimum? Are they scheduled in advance?
 - Telephone -- It is customary for the client to pay the telephone costs, how much will that be? Who calls who? Are calls recorded? Are MP3 recordings available?
 - Accessibility – can you contact the coach between sessions? Is that included?
 - Are any psychometric evaluations included in the coaching process?
 - Payment – when is payment due and how should invoices be paid?
 - Results – How is the coaching evaluated? How is return on investment calculated?
8. What happens if I take a holiday?
9. What outcomes have you achieved with other clients?
10. Can I speak to someone you have coached before?

Some useful questions to ask of yourself

1. Am I ready to commit to making changes in my life?
2. What will happen if I don't take this coaching opportunity?
3. Do I want to take responsibility for designing the career/life I want to lead?
4. Am I willing to commit time to asking for what I want and shaping a coaching relationship that will support me best?
5. What balance of prescriptive (checklists, assignments, to do's, etc.) or non-prescriptive (my agenda) coaching do I want?
6. What kind of coach/coaching will suit my needs best?

And after talking to a coach ...

1. Do I feel confident about this coach's abilities?
2. Is this the right coach for me? Are we a good fit?
3. Do I feel I can trust this coach to take me forward in my life?
4. Do I want to speak with references?
5. Do I feel excited about working with this coach?

Ten steps to getting more value from your coaching



1- Create the 'Coaching Experience': Think carefully about what you want to cover before the call begins. Most coaching calls are brief, 15-45 minutes, and coaching isn't cheap, so make every minute count. Ask yourself the question; "If I could cover just one thing on the call today and have it be worth the entire month's coaching fee, what would it be?"

2- Start with a Full Plate: Working off the question above, make a list, not of one thing, but of 3 - 5 things that would be that valuable. Have more on your plate than you think you can possibly go over, you just might be surprised! Of course, you don't want to rush past something important. Some matters take time; you may only cover 1-2 items, just make sure they are important ones.

3- First Things First: One way to see to it that your call is well worth the time and money, is to prioritize what you want to go over. Coaching calls are not the place to save the best for last. Put the most important item at the top of your list. That way, even if that's the only item that gets handled, the call will have been worthwhile.

4- Make Clear Requests: Once you have your list and the priority, write down what requests for coaching you have in one or two short, clear statements. For example, let's say your number one topic is, "How to make my business more profitable in the next 60 days?" Ask yourself, "How do I want my coach to support me in this?" Do you want to brainstorm some new ideas, develop the ideas you already have by talking them through, get some resource information from your coach, etc?

5- Prepare Your State of Mind: Take a few extra minutes before the call to mentally prepare yourself, rather than 'jamming' the call into an already full day. In the words of one coaching client, "When I book a call with my coach, I write down the time of the call in my calendar, then I book in an additional 15 to 30 minutes for prep time. This way I know that I will be ready to reap the benefits. I may take a short walk and think, I may look over my prep form, whatever. I make sure that I take the time to 'shift gears' from my usually busy day. It pays off in big dividends."

6- Cut the Chat: Keep the "chit-chat" to a minimum. I enjoy chatting with my own coach, but not if it takes up half the call. That's not really what I'm paying for. Now, if that's what you are paying your coach for, that's fine, just realize it may be a costlier friendship than it needs to be. Chat with friends who aren't charging you to talk to them. Get down to business with your coach.

7- Write up the Backstory: Handle as much of the background information as possible before the call. One of the greatest value-leveraging tools is the Prep Form. If you fill out the prep form prior to your call and fax or email it to your coach, they will have the necessary background information before you ever say a word to each other. In this way you can start the call already running rather than warming up.

8- Be 100% Responsible: Take full responsibility for the coaching. Don't hire a coach to do your work for you. Don't expect him or her to 'do coaching' on you. A healthy approach to coaching is to consider yourself 100% responsible for how the relationship goes and what value you get out of each call. This is not to say that you keep working with a coach if the alliance does not work for you. Taking 100% responsibility might include completing with your coach and finding another, or taking a break from coaching.

9- Train Your Coach: Give regular feedback to your coach so he or she knows what works or what is most valuable to you so they can do more of it. Also, let your coach know what's not working or has less value so it can be eliminated. At first you might not know what's of most value but it won't take long before you realize that some calls are very powerful and other calls are so-so. Evaluate what was different about the two calls, and train your coach.

10- Debrief: Take a moment after the call to make a note about discoveries, insights or themes that were explored during the call. Write down action items if you did not write them down during the call and make a note of how you would like things to continue on your next call.



Dear potential client,

I appreciate your interest in coaching and all it has to offer in your ongoing development and growth. Over the years I have worked with a variety of people from all walks of life, from high powered executives to private clients recovering from personal trauma. Each client is unique, bringing their own particular signature to the coaching relationship, their needs, desires and dreams of the future. Each have their own personal challenges which have prevented them from moving forward fully on their own. I consider it to have been an honor and a privilege to have been given the opportunity to coach every single one of them and I take the responsibility of coaching very seriously.

Here at MAX Executive Coaching we are careful to ensure that we do not form dependant relationships with our clients. It is our aim to give you the tools and techniques for you to develop inner mastery which we know leads to exceptional external results. We intend to guide you in building your leadership presence, resilience and awareness, to enable you to enter into significant and meaningful commitments with yourself and those important within your life, and of course to deliver those promises!

We will develop an individualized development journey tailored specifically to your needs; that maybe delivering business focused results or engaging in your world as a more alive individual. The choice is yours and we will respond accordingly. We will bring attention to your development in all areas, using a variety of models to work with you at the depth appropriate for you to achieve your goals in the immediate and longer term.

Once we decide to work together, the coaching process usually begins with an intake preparation pack. This is designed to stimulate your thinking about the many dynamics of your life and career. It is during the intake session when we will review your responses, probing further into different areas to gain clarity of outcomes for the coaching. At this stage we may also decide to include psychometric evaluations, self rating questionnaires, 360 degree appraisals, interviews with key individuals or even shadowing. Together we will jointly define outcomes for our work and identify a review process which may include a combination of tangible and intangible data to determine a return on investment.

After agreeing outcomes we will then design your unique development program which will include assignments, practices and readings that will broaden your thinking and guide you into taking new actions. Our integrated approach ensures that we take into account all aspects of your life, including the self, relationships, leadership and business results. We combine the internal aspects of being with the essential drive towards the external environment and taking an action you wouldn't have taken without the coaching.

For us to work together successfully, it is important for us to determine whether our approach at MAX is a good fit for you and your needs. A preliminary conversation with either myself, or one

of the MAX coaching partners usually accomplishes this task. We can offer you a choice of coaches, and unlimited initial conversations with our coaching partners at no cost to yourself. The conversation usually takes place over the telephone, between 30-45 minutes and allows the coach to learn more about you and why you are interested in coaching. It is also an opportunity for you to ask any questions and ultimately learn more about our coaching philosophy here at MAX and the particular coach you are talking to. We can then determine if we both feel we have synergy and agree to a good fit. If not we will have learned more about you and will be able to offer you a referral to a more suitable coach.

We don't do a hard sell for our coaching – we basically don't need to and ultimately we don't want to coach people who don't need coaching or who are a poor fit for us. Our reputation is extremely important to us and we are only ever as good as our last client. So we have a vested interest in your success. Most of our clients are personally referred to us through the outcomes we have achieved with others. Thus our consultations are genuinely no-cost, no-obligation, no pressure conversations for us to discover if we can develop a successful coaching partnership. We are both free to make a free and informed choice.

If this sounds interesting, then click on the link below to register your interest.

We look forward to talking with you soon!

A handwritten signature in black ink that reads "Jayne". The signature is written in a cursive style with a long, sweeping underline that extends to the right.

[Click Here To Get Started](#)