

managingchange

leadership and executive development

We are an executive coaching company working with organisations to optimise the performance of their people and their contribution to the organisation.

We provide high calibre leadership and executive development expertise through:

one-to-one coaching sessions
team/group sessions and workshops
coached development programmes
mentoring

These provide effective development both for high potential/high performance executives and managers, as well as focused attention on areas of difficulty or poor performance. We work at all stages of the 'people cycle' whether on joining the company, performing in the role, or exiting.

Specialist areas include:

- communication and assertiveness skills
- influencing and personal impact
- effective leadership and management skills
- Interpersonal skills
- competency development/behaviour change
- developing emotional intelligence
- building resilience and managing stress
- personal/team effectiveness and productivity



We provide a range of psychometric assessment and development services.

our approach

All coaching programmes begin with a clear and defined set of objectives. This ensures that benefits are delivered and the return on financial investment assessed. Coaching is carried out over an agreed period of weeks or months by qualified and experienced executive coaches. Our coaches use a variety of well developed, academically sound techniques and methodologies to ensure that the required personal development is both achieved and lasting. All coaching programmes are formally reviewed at the end of the assignment and monitored throughout to ensure they remain on track.

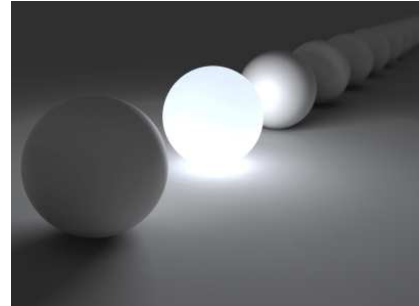
Coaching sessions take place in face-to-face or telephone based appointments.

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one-to-one coaching

Most of our coaching work is carried out on a one-to-one basis and that may be as a single-person assignment or within a wider team/group development programme.

Coaching may be introduced as part of an individual's ongoing training and development, or as a response to address areas of performance difficulty or concern.



Case Study – Professional Services Property Firm

An executive coaching programme was carried out with an Equity Partner who was experiencing difficulties achieving business growth targets.

The programme was carried out in the context of a planned period of rapid change during which time the division aimed to achieve significant growth in fee income and new business. The nature of the growth was such that it could not be delivered with 'more of the same' but required proactive, strategic management.

The initial assessment confirmed that the difficulties were caused by an ineffective management style and a significant reluctance to change. The coaching programme was designed to facilitate the required change by developing skills in strategic management, planning and delegation, overcome inter-personal obstacles, and foster a move away from "in the weeds" micro-management. In addition to developing the new skills, the programme provided ongoing support to ensure that self-confidence was maintained during a difficult development period.

The programme met its objectives, enabling the senior partner to put into practice the newly acquired skills, tools and techniques, and to develop a management style with which he was comfortable. Follow-up feedback has confirmed that progress has been maintained and business growth targets are on track.

Case Study – Biotech Organisation

An executive coaching programme was conducted with a manager within a business services function who was experiencing severe self-confidence issues leading to erratic and increasingly poor performance. The organisation was concerned that this previously valued manager would leave the organisation. They were keen to address the situation and restore previously high performance.

This programme was carried out over a six month period and begun with an assessment of the cause of the problem. The coach's psychological training and coaching techniques enabled the individual to understand the origin of his problem and to become aware of his usual way of handling stress and disappointment. Using a cognitive behavioural coaching approach the coach worked with the individual to develop more effective methods of building and maintaining resilience and coping skills in the face of personal difficulties and set backs. Ongoing discussion enabled the individual to learn techniques of positive feedback.

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Finally, developing his assertiveness skills ensured that he maintained healthier and more productive relationships with others.

This was a highly visible and successful coaching intervention resulting in a significantly happier and confident individual, and an organisation once more assured both of high performance and the retention of this valued person. In two follow-ups in the last twelve months this progress has been maintained and the individual has since been promoted.

team/group sessions and workshops

We provide coaching to teams and groups to facilitate enhanced teamwork and performance, and also to assess and address team or group under-performance, lack of cohesion or conflict.

We also facilitate workshops with small groups to enhance development in various areas such as giving feedback, communication & assertiveness skills, managing teams.



Case Study – Packaging Manufacturing Company

A workshop was designed and delivered to the senior management team to address concerns about 'silo management' and lack of team cohesion.

This interactive workshop began with a team assessment and feedback exercise which presented some challenging material for the team, collectively and individually, to consider. The facilitated sessions which followed worked on building an understanding of team working and roles, and the collective vision of the team's desired 'future state'. Throughout the session the group were observed and individuals were separately taken aside and given feedback and coaching on their contribution and behaviour within the team. Action plans for individuals and the whole team were defined and agreed to be followed in the months after the workshop.

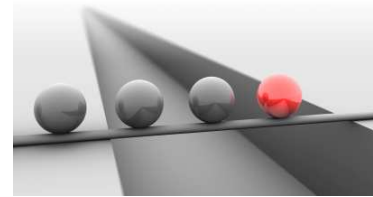
At the end of the workshop, feedback from the participants was uniformly positive; all considered that they had developed a much greater awareness of how teams work and how their contribution and behaviour was impacting team performance. All stated a commitment to working on their action plans and follow-up session in the following months.

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coached development programmes

These programmes may be focused on defined development areas, or be 'open' and highly specific to each individual.

Defined programmes centre on an intensive course of coaching sessions on a particular topic or range of topics. These are designed and delivered by Managing Change coaches and take into account both current and respected management and academic thinking and your organisation's own culture and process needs. We do not provide training programmes; instead these are coached development programmes tailoring content to meet the specific needs of each individual.



Topics include a range of management and interpersonal areas such as organisation and planning skills, managing teams, delegation, making an impact/influencing others, dealing with conflict.

Our 'open' programmes are highly effective and targeted development platforms. Typically these begin with an assessment of development need followed by a leadership or management development programme designed around the individual to work on prioritised areas. These are most effective when targeted at *both* business/performance targets as well as career aspirations. Bringing these goals in line and working on both over the course of the 6 or 12 month period significantly enhances both motivation and performance. These programmes include an end-of-year review coaching session which can be factored into your organisation's own annual review process.

Case Study – Global Investment Bank

A leadership development programme was delivered to a number of managing and executive directors within a number of functional areas including Capital Markets, Private Wealth Management, Investment Banking, Technology, Legal and Compliance, and Equities.

This was an 'open' programme (ie., content was based entirely on individual need) designed to harness and facilitate the leadership skills of senior executives. Each participant was assessed against the organisation's own competency framework. They were then asked to articulate both their business goals for the year and their own career aspirations and goals. One-to-one coaching was provided to assist each participant identify strengths to be exploited and weaknesses to be overcome and to support them in the process of defining development goals and implementing the plans. A considerable degree of self-awareness and self-knowledge was developed in each case which was critical in their development as leaders.

The programme was reviewed on a one-to-one basis at the end of the year. Both participants and their managers recorded significant personal development achieved against their plan. Performance effectiveness and communication had improved across the divisions in an otherwise very demanding external trading environment. Finally, the assessment data gathered from the programme was analysed and presented to the Learning and Development function as vital input to their OD work and ongoing training strategy.

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mentoring

We provide mentoring services to leaders and managers on both a planned and an ad hoc basis. Mentoring is an opportunity to consult with a trusted person outside of the organisation who can act as a sounding board and confidante. Our coaches all have senior management experience and additionally are able to offer a different perspective based upon their own experience and their knowledge of 'best practice'.

Case Study – UK Mortgage Company

A mentoring facility is being provided to a newly appointed Managing Director who has requested two hours with his mentor on an ad hoc basis. There are no set objectives to the programme. Each session is entirely flexible and open in structure, and involves discussion and analysis on topics of current interest.

To date topics have included:

- How I do communicate my values to 300 staff?
- How do I integrate the two, culturally distinct, groups of direct reports?
- How do I make portray gravitas and authority?
- How should I manage my relationship with the CEO?
- Where do I go from here?

This mentoring facility has been provided for the last 12 months and is still in progress with appointments taking place, on average, every three months.

our people

Our executive coaches are qualified, highly experienced people all of whom have senior management experience.

We work with you in a challenging, pragmatic and supportive manner and share a commitment to deliver business focused, high performance coaching and development.



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contact us

For further information on our executive coaching programmes, please call:

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