

**An Approach to Delivering  
Professional Coaching Services  
For Change**

# Our Approach to Delivering Coaching for Change

## Content

Definitions of coaching.....	3
What coaching services can Pervue Limited deliver? .....	3
How Pervue works with it's clients .....	3
Establishing Parameters .....	3
Assessing when there is a need for an individual to receive coaching .....	4
Key players in the coaching relationship .....	4
Preparation and setting the scene .....	5
Gaining the buy-in of line managers.....	5
Ensuring clarity of approach and goals.....	5
Preparing the coaching.....	6
Setting and managing expectations.....	7
Checking satisfaction and progress.....	7
Evaluating effectiveness .....	7
Pricing Structure .....	8
Drawing things to a close.....	8

Prepared by: Jane Muller  
Dated: February 2007  
Version: 1

## Our Approach to Delivering Coaching

### Definitions of coaching

#### Some generally agreed characteristics of coaching in organisations

In essence, coaching is developing a person's skills and knowledge to enhance their job performance, leading to the achievement of organisational objectives. It targets high performance and improvement at work, although it may also have an impact on an individual's whole life. It usually lasts for a short period and focuses on specific skills and goals.

Here are some core characteristics of coaching activities:

- Discover, clarify, and align with what the client wants to achieve
- Encourage client self-discovery
- Elicit client-generated solutions and strategies
- It is essentially a non-directive form of development
- Hold the client responsible and accountable
- It consists of one-to-one developmental discussions
- It provides people with feedback on both their strengths and weaknesses
- It is aimed at specific issues/areas

### What coaching services can Pervue Limited deliver?

**Executive coaching:** Executive coaching for senior managers and executives improves the performance of the most influential people within the organisation, leading to improved business results.

**Performance coaching:** Coaching activities here are aimed at enhancing an individual's performance in their current role at work. The specific issues covered by the coaching will vary, but the aim will always be to increase their effectiveness and productivity at work.

**Skills coaching:** This form of coaching focuses on the core skills an employee needs to perform in their role. Often employed for star performers who seek to maximise their potential, skills coaching provides a flexible, adaptive, 'just-in-time' approach to skills development. Coaching programmes are tailored specifically to the individual and are generally focused on achieving a number of skill development objectives that are linked to the needs of the organisation.

**Career coaching:** Coaching activities focus on the individual's career potential, with the coach eliciting and using feedback on the individual's capabilities as part of a discussion of career options. The process leads to increased clarity, personal change and forward action.

Sample sessions are available and Pervue are happy to organise this as appropriate.

### How Pervue works with it's clients

#### Establishing Parameters

In order for the coaching services to be of value, Pervue will work with the organisation to establish parameters about coaching in the organisation. Some questions would include:

- Who should receive coaching – will there be limits?
- Which employee groups should the organisation invest in?
- Will coaching be restricted to individuals on the basis of seniority, function or perceived potential?
- Will coaching only be provided in relation to certain development activities?
- Will there be a limit on the number of hours available to each individual?
- Will the organisation use internal or external coaches?
- How will the organisation measure/evaluate success and value for money?

### **Assessing when there is a need for an individual to receive coaching**

The merits of coaching should be considered alongside other types of development interventions, such as training courses, mentoring or on-the-job training. Employee preferences should also be borne in mind. While coaching can be a very effective development tool, as with any learning intervention, it will be most effective when a genuine need for it is identified, and when it is the best development tool for the specific purpose.

Pervue works with the client and his/her organisation to establish:

- What are the developmental goals for the individual?
- What will happen if no coaching occurs?
- Are there any alternative learning interventions to consider?
- What is the impact the coaching is hoped to deliver?
- Are there any other development options that will deliver the same results?

### **Examples of development needs when coaching may be an appropriate solution**

- Transition to more senior roles
- Selection for fast track management programme
- Developing an individual's potential
- Enhance interpersonal skills
- Enhance conflict management skills
- Develop skills at developing others
- Developing a more strategic perspective
- Developing new skills due to a change in role
- Assessing individual readiness for coaching

There are some individuals who may not respond well to coaching for a variety of reasons. Before coaching begins, organisations need to assess an individual's 'availability' for coaching. Pervue considers coaching may not be appropriate in the following circumstances:

**If the individual has a personal or family crisis:** In this situation, the individuals will certainly need support and somebody to talk to, but that person is not a professional coach. A highly confidential counselling intervention is likely to be more appropriate and should consider postponing coaching.

**If the individual has psychological problems:** Pervue Coaching Services does not have the depth of psychological training to deal with these issues, nor the medical training to address any physiological components that may also be part of the problem (e.g. addiction, depression). Pervue can however, refer the organisation to a small number of psychologists that are appropriately trained and certified.

**The individual has a developmental need which is widely shared in the organisation:** In this case, Pervue would suggest that the individual may not need coaching. A course or development programme may be an equally effective and more cost-effective solution.

**If the individual sees the coaching as a 'quick fix' and doesn't take responsibility for changing their behaviour:** Long-term successful behavioural change requires a great deal of effort and hard work for it to really happen. External Coaching is not seen as a cost effective method to deliver change of this kind.

### **Key players in the coaching relationship**

The primary relationship in any coaching activity involves the coach (Pervue) and the individual.

However, we believe it is not the only important relationship. Other key stakeholders may include the person representing the organisation's interests and the individual's manager. Both of these parties are interested in improving the individual's performance and therefore their contribution to the organisation. If this is the case, then the following

### **The four-cornered contract**

Pervue is sensitive to the fact that there are different relationships that need to be managed for coaching to have maximum impact:

- **The individual and coach:** This is the most visible relationship, and requires good matching that involves Trust and Confidentiality for it to work effectively.
- **The coach and HR/Management Development:** These parties agree the contractual relationship, with the HR/Management Development representing the organisation's interests. A thorough brief needs to take place to understand the organisational context in which the coaching will take place.
- **The individual and HR/Management Development:** The organisation needs to clarify why the individual is being coached, and allay any concerns they have about it. Assessments need to take place to ensure that there is a genuine need for coaching and that the individual is ready for it.
- **The individual and line manager:** The line manager needs to understand and be supportive of the individual during the coaching intervention, and for ongoing development plans. Ideally Pervue believes that the line management is also involved in helping the individual decide the development objectives for the coaching programme.
- **HR and the line manager:** Pervue requests that HR manages the line manager's expectations and explain his or her role in supporting the coaching relationship.

### **Preparation and setting the scene**

Coaching works best when the individual is both a willing and an informed participant. The more the individual understands about the coaching process and is engaged with it, the easier it will be for the coach to work with them. Before the coach and the individual are introduced, HR has an important role (working closely with the line manager) in providing information to the individual and preparing them for the coaching activities. Pervue is happy to provide briefing meetings for all key stakeholders.

### **Gaining the buy-in of line managers**

The line manager, while not in the primary relationship in coaching (the coach and the individual), is nonetheless an interested party. Pervue asks the organisation to ensure that the line manager understands their role in making the coaching work, and does not simply see it as an easy way to pass on responsibilities for supporting staff development.

Managers need to set an example by taking the coaching activities seriously and encourage the individual to spend time and effort thinking about their development and onward career plans. Pervue can work with line managers and explain their role in supporting the coaching initiative.

Conveying these messages and ensuring managers accept their role is a key activity, as it can have a real impact on the likely success of a coaching initiative.

### **Ensuring clarity of approach and goals**

To understand how the organisation will evaluate the coaching initiative, Pervue will ask questions such as;

- What performance improvements are desired?
- What are the organisational goals for the coaching intervention?
- Are the organisational conditions conducive to the type of coaching you are planning to introduce?
- Is the line manager supportive and ready for the coaching initiative? Do they understand their role in supporting the individual?
- How will we measure success, effectiveness and value for money?

The answers to some of these questions will assist coaching to be most effective and to help provide the evaluation criteria of the coaching initiative.

### **Preparing the coaching**

Coaching relationships can start with a three-way meeting between the coach, line manager and the individual to discuss how the coaching intervention will work.

Issues that will be discussed at this meeting include; confidentiality, the reporting of information, the structure of coaching sessions and how the manager and HR will receive information about the effectiveness of the coaching.

There are also logistical topics to be covered: How many sessions will there be? How often should they take place, and how long will they last? Where will they take place? Will they be face to face or by telephone? Will there be any contact between sessions?

Coaching interventions are relatively short-term, lasting approximately 12 weeks, but some executive coaching programmes can last for a year or more.

The length of the coaching contract will depend on the coaching aims, the individual's specific needs and the breadth of issues to be covered. Pervue suggests the following structure:

- One 30 minute free session (a 'taster' session to ensure a good match)
- One 2 hour session (the intake session)
- Four 1 hourly sessions on a fortnightly basis
- Two 1 hourly sessions on a monthly basis
- A check-up session, with the option of reverting to further sessions if the need arises

The coaching sessions themselves should be frequent enough for momentum on the development plan to be maintained, but should also allow the individual enough time to undertake any agreed activities and to reflect on the previous session.

There are also some situations where clients may need to work in a sustained fashion on issues that require a lot of thinking through, and these may require a longer session. On the other hand, some sessions may be more action-based and the coaching may be shorter.

There is also the question of how the sessions themselves will be structured. It may be that all the sessions will follow the same format or they will vary according to different needs at different times.

The proposed structure of the sessions will be discussed, so that the individual can put forward their views on the appropriateness and usefulness of the process used. Although we tailor our coaching in different ways depending on the specific individuals' needs, many coaching relationships follow a structure such as;

- setting the initial goals for the proposed coaching intervention
- pre-coaching diagnostic work (e.g. psychometrics, appraisal or 360-degree feedback)
- providing feedback to the individual on any diagnostic work
- developing more specific action and learning plans and discussion of a variety of approaches for improving personal and/or job effectiveness
- regular coaching sessions to implement new approaches and to review progress towards goals
- periodic follow-up and monitoring after the regular coaching sessions have ended

After the initial three-way meeting where the broad parameters are discussed and agreed, Pervue and the individual then meet. In our first meeting it will be important to set realistic expectations of the coaching relationship, discuss any initial concerns, establish trust and define the parameters of the issues to be discussed during the coaching sessions.

A typical coaching session has a structure that allows flexibility, while retaining a consistent approach.

**S**top  
**T**hink about  
**O**rganise yourself  
**P**roceed

### **Setting and managing expectations**

At the outset, it's essential to have an open discussion about expectations to make sure any differences are cleared up early on. Pervue does not take responsibility away from the individual – they must take responsibility for driving their own learning and development.

The role of the coach is to help the individual identify goals/development areas (in line with the organisation's goals for the coaching) and plan appropriate actions to help them build self-awareness and make sustained changes in their behaviour.

It's important to establish clear objectives alongside measures to evaluate the success of the coaching intervention. This can be difficult, particularly when the changes involve people's attitudes and behaviour. Many organisations are familiar with the idea of SMART objectives. Pervue will take the client beyond this to establish motivational outcomes with a real desire to succeed.

### **Checking satisfaction and progress**

During the coaching intervention, it is expected that the organisation monitors satisfaction and progress by gaining feedback from the individual, the line manager and the coach.

It is suggested that regular updates and briefings are conducted, ideally working on the following time line;

- The Coach will provide feedback to the organisation upon completion of the intake session, without breaching agreed confidentiality guidelines. This feedback will contain information regarding the coaching process and not the content.
- The organisation seeks feedback from the individual after the second session
- The organisation seeks feedback on progress and change of behaviour from the Line Manager after the third session
- The organisation should also keep the coach abreast of key developments and changes in the organisation that may have an impact on the individual or the coaching intervention
- Near the end of the programme, it will be useful to review progress with those who attended the original meeting. This ensures the evaluation process is started, while allowing the coach to address with the individual any outstanding issues

Not all coaching relationships work out. This can happen for a variety of reasons and, in these instances, a mechanism is put in place for either party (coach or individual) to come out of the relationship. This process is covered in the contractual arrangements with the external coach and will be discussed at the initial three-way meeting, so that all parties are aware of it.

If the coaching is terminated, the individual may choose to select an alternative coach to work with or an alternative development approach may be discussed.

### **Evaluating effectiveness**

#### **Measures used to assess effectiveness of coaching**

Evaluation focuses on a number of different areas – the performance of the coach, feedback to improve the organisation's management/administration of the coaching processes, the individual's and line manager's

satisfaction with the coaching intervention, the degree of behaviour change/development achieved by the individual and the impact on business results.

Evaluation can be measure from a variety of vehicles, including;

- Feedback from participants
- Appraisal systems
- Feedback from coaches
- Employee attitude surveys
- Exit interviews
- Assessment against objectives set at the start of a coaching initiative
- Business performance indicators
- 360° feedback
- Staff turnover rates

### **Pricing Structure – A guide**

Coaching will be charged at the follow rates;

Daily rate	£750 (exclusive of VAT)
Half Day rate	£500 (exclusive of VAT)
Hourly telephone coaching session	£100 (exclusive of VAT)
Hourly face to face coaching session	£150 (exclusive of VAT)

Assessments, profiles, travelling & accommodation expenses are charged at cost. Mileage is charged at 40p per mile. Expenses will be authorised by the organisation before the expense is incurred.

### **Drawing things to a close**

As the coaching assignment draws to a close, the coach will discuss any further development or actions that may be appropriate to continue progress and growth, and to maintain and reinforce any new learned skills or behaviours. The coach will discuss with the individual and the line manager/HR any further development actions that may have been raised during the coaching. It is at this stage that the following questions will be asked;

- What other forms of ongoing development can be put in place (e.g. action learning groups, mentors)?
- How will onward progress continue to be monitored?
- How can the individual continue to receive feedback on their performance/development?
- What other areas for development have been identified?

Once the coaching relationship concludes, the organisation may want to follow up with individuals and their managers periodically to assess progress and results. It may be that, at a later stage, further coaching may be appropriate to help the individual fine-tune behaviour and to reinforce the changes they have made.