

**Advocate**

TRAINING AND  
CONSULTANCY

# Advocate Training and Consultancy Ltd

## Business Coaching

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## Business Coaching

### What is Business Coaching?

A personal one-to-one development service completely tailored to the needs of the individual. Business Coaching is a service to all members of staff who want to address business and personal issues in order to develop their effectiveness in the organisation. We are experienced at working with all levels of staff, across different organisational cultures. After an initial meeting, we design a programme and then work with that person for the duration of the programme.

### Increased Performance for Yourself or for a Colleague



**PERFORMANCE**

You might be considering Coaching for yourself, or for an individual who reports to you, or for a colleague. Sport has long recognised that maximum performance is seldom achieved on our own. There are occasions at work when we sense we are performing at our peak. Such moments raise the question "why can't I always perform this well?" The focus of Coaching is on increasing your performance or effectiveness.

Often through habit or lack of attention we get caught in ruts or less than optimal patterns of working. We know we can do excellent work but often the average seems to happen automatically. From both experience and research, we know that lasting change seldom occurs over night or as the result of a day or two's training. Coaching focuses on creating lasting change.

Business coaching can help you set better goals, and reach your goals faster, make better decisions, and improve your relationships. Business coaching is about the future: discovering your potential and achieving it. Coaching is effective, because the Coach operates within the context of the organisation – but committed to the individual – they can perform at a higher level, bringing benefits to the organisation as well as the individual.

Coaching is concerned with people achieving results. It is on-the-job experiential learning, no time away, no reports, just improvement. It will develop the individual to become a role model in their organisation. If coaching is combined with training, the learning can be applied and thoroughly integrated back in the workplace.

At a coaching session, the individual identifies issues or items they wish to work on. The coach will help solve problems, establish priorities and make the most of opportunities. They will challenge, offer alternatives and provide support.

### **The Benefits of Coaching**

These will vary with the individual and the issues they face, but may include some or all of the following:

- Retention of staff
- Resolution of conflicts
- Greater productivity
- Lower levels of stress
- Creative solutions
- Increased skills
- Greater influence and impact
- Build confidence

### **Our Commitment**

- We ensure that information is treated in the strictest confidence
- The coaching is carried out with the highest standards of quality and integrity.
- Clear objectives are established and all costs are agreed in advance.
- Where you are sponsoring someone, we will only do so where we have the full agreement and commitment of the person receiving coaching.
- Clear agreed objectives between yourself, the coachee and the Coach
- Confidentiality for the person we are coaching
- An agreed system for progress to be monitored and fed back to you which does not compromise confidentiality.



## What is it used for?

The situations that benefit from coaching are as varied as the issues that relate to our performance and to professional or personal development. It can be used to:

- Accelerate the development of high-fliers.
- Help a Manager to get to grips quickly with the demands of a new role.
- Rethink and redirect a career path.
- Work with Senior members of staff who have few other sources of support available.
- Bring about across-the-board performance improvements.
- Improving communication techniques.
- Personal organisation and time management.
- Improve performance in a specific area or address a problem area.
- Provide support during a particularly challenging period.
- Prepare them to take on a new activity.
- Provide a confidential sounding board to discuss sensitive or strategic issues.
- Optimising your influence and impact.
- Difficult interpersonal relationships with key staff.
- Developing leadership,
- Personal stress, problems or dilemmas.
- Working through team difficulties.

## How does it work?

Although there can be some exceptions, coaching usually takes place in several sessions of a few hours each over a several month time-frame.

Often a coach will use some diagnostic techniques such as 360-degree feedback, psychometric instruments, direct observation or interviews.

The point of Business Coaching is that it is designed to meet specific individual needs, so the precise approach can vary. Coaching is a process that can be offered in different contexts and different environments. We can work with you at your own premises, at a convenient location near to your premises, or by telephone or e-mail.

The following steps illustrate a typical process:



Step 1: We have an initial discussion with you, to understand the situation and to ensure that we can add value.

Step 2: We set out a range of options for how we might help and over what time scale.

Step 3: We meet for the first coaching session, usually half a day, and evaluate the session.

Step 4: The sessions either continue or cease, as you decide.

### Coaching for Managers

Coaching can be of potential benefit to anyone in the organisation, however there are particular characteristics of Senior Staff that mean that external coaching is appropriate to their needs.

1. Managers often have nobody to rely on to give them honest feedback, to act as a sounding board, to help them focus on their own development, to understand their life balance issues. The isolation that can be experienced at senior levels can affect the performance of otherwise highly competent people.
2. Coaching at the top is cost effective and rapid – acting at the point of maximum leverage, where it can generate change and cascade behaviours through the organisation. It enables you to develop more rapidly and produce more satisfying results.
3. Senior members of staff can often be isolated. It is often difficult or inappropriate at a Senior level to ask for help with an issue from colleagues and others we know. Much of their agenda is confidential so there are few people with whom they can discuss their work. Confidentiality - a safe place to work through an issue from different angles. Commitment to your development, rather than your needs getting lost in the multiple demands of others on your time. Coaching from inside may be in short supply. Often promotion to a more senior role means that the challenges increase whilst the support falls away. The Coach creates an environment with both high support and high challenge by bringing expertise in the areas of personal, team and organisational development.

4. Managers are typically highly time-constrained. Finding time in their agenda for off-the-job development can be difficult. Coaching sessions are usually in several 'chunks' of a few hours each, they therefore can be more readily fitted into a schedule. Coaching is also time-efficient in that the session is entirely focused on the individual's needs.
5. The nature of development at senior levels tends to be more about behaviour rather than knowledge or techniques. Behavioural change takes place over time and is therefore better supported by a process of continuous development.
6. The key fundamental for Managers is that they are 'observed'. They are visible in the organisation. Staff take their cue from the behaviour of senior leaders and are impacted by their decisions. It follows that an improvement in their performance will have a significant impact on the organisation.
7. Managers need to be developed in a secure environment. Their requirements need to be handled by an individual who can be objective in their approach to themselves and their organisation.

## Contact

We don't know whether you have yet defined a need, or whether you would like to learn more. We do know that every organisation and every individual has the potential to achieve more. Business coaching is the best way to identify and achieve potential.

