

# Consultancy *Executive Coaching*

## WHY USE EXECUTIVE COACHING?

Senior executives often feel isolated — surrounded by superiors, competitors and subordinates for whom they're responsible. What little feedback they get comes predominantly from 'interested parties', meaning it lacks credibility or objectivity. Internal mentoring is an excellent and helpful tool, but it cannot address all the needs of senior executives. High performers often feel they cannot afford to display doubt to colleagues in the organisation, or be seen to question their own performance and decisions. Less strong performers may also feel threatened by internal mentoring provision. This is where a coach can make all the difference.

## BENEFITS

- An honest and objective ally with no divided loyalties.
- The ability to use the coach's experience to benchmark against strong performers in other organisations.
- A sounding board for exploring...
  - > Problems and concerns
  - > Development needs
  - > Leadership style
  - > New strategies and visions
- Enhanced ability to deal with stress and change.
- Increased balance and personal motivation.
- Greater understanding and recognition of individual differences.
- Improved work life balance.
- Effective communication styles and better working relationships.
- Self knowledge, greater insight and a positive approach to using one's own and others' strengths.



### Coaching is always tailored to the individual and the organisation, but a typical intervention might include:

- An initial interview to set out aims and objectives.
- Agreed criteria against which to benchmark "success".
- Some psychometric questionnaires to establish personality types, emotional intelligence patterns, leadership preferences and working styles.
- Six to Eight 2-hour sessions, followed up by written summaries and action plans.
- Final report.

## CASE STUDY

### Client

A multi-national manufacturer and distributor of paper-based domestic, business and medical products

### Executive

An individual senior manager, seen as highly competent intellectually and in skills base, but needed coaching on interpersonal approach to facilitate more effective working relationships with colleagues and customers

### Objectives

- identification of individual's strengths and the best ways to utilise them.
- identification of weaker areas and 'fracture points'.
- building of competence and confidence in interpersonal aspects of the role.

### Our work:

- meetings with individual and line management to agree aims, expectations and boundaries.
- psychological profiling of personality, motivations and 'fracture points'.
- feedback meeting to agree strengths, weaker areas and an action plan for development.
- in-depth report for individual and summary report of strengths, development areas and action plan for line management.
- 4 coaching sessions held with the individual at regular (monthly) intervals to reflect on progress and pitfalls, and to plan for future development.

### Outcomes

- Improvements in confidence perceived by individual.
- Quantifiable evidence to support improvements in quality and quantity of contributions.
- Feedback from line management that improvements had occurred.
- Within 12 months the executive had been promoted to run the Business Unit reporting to the European Vice President.



## WHAT OUR CLIENTS SAY

**“ OPS has provided executive coaching to the very highest professional standards. They have proved unendingly flexible in the time they have allowed for meetings and produced a superbly tailored programme that has exactly met the needs of our candidate. I would recommend their services without hesitation. ”** (Sue Chew, Director of Learning & Development, EDF Energy)

**“ Challenged with integrating a member of our European customer management team into our business culture, we turned to OPS for help. The results speak for themselves – the relationship with each of his accounts is strong and our sales have shown huge increases on the previous year. ”** (Customer Business Manager, Kimberley Clark)

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