

Guide for Coaches



The brilliant coach is the one
who brings out the brilliance
of others.

NANCY KLINE

Guide for New Coachees

Congratulations, you've been selected for Executive Coaching. This guide aims to help you get the best out of it.

Coaching is a conversation where a coach helps you find your own answers and develop yourself by asking questions, encouraging reflection and sharing observations to result in action and change. It requires no knowledge of the topic of conversation by the coach; their expertise is in the coaching skill, experience and process.

Coaching is a significant investment on behalf of the organisation and demonstrates how you are valued – it is typically only offered to high value, high performing individuals. We hope you will take up this opportunity and find it a worthwhile and rewarding experience; most people who experience coaching find it to be the most impactful development they ever undertake. Your focus for this coaching engagement might be new skills, an enhanced reputation, greater efficiency, or a renewed sense of purpose, contribution, and confidence. Your coach will work with you to clarify your objectives and build a plan to help you get there.

Considering what you would like to work on

Coaching is about positive change: changes in the way we think and the way we act that help us become a better, more effective and more useful version of ourselves. How will you know the coaching has been a success? What will be different? What will others notice?

These are some (but not all) of the things coaching can help with:



Choosing the Right Coach for You

Meet your intended coach and see if you think you can work together. An important element here is building rapport and trust; without this it will be hard to work well together. This is called the chemistry meeting.

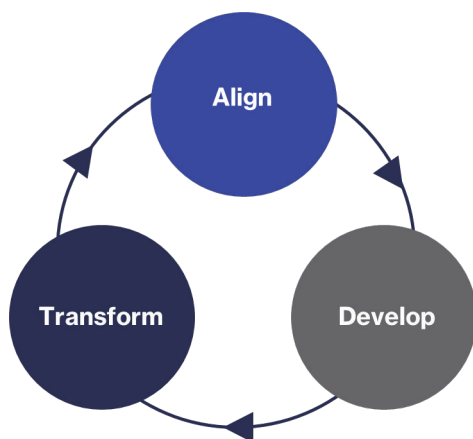
To maximise your coaching experience, reflect on the following questions:

- What do you want to gain from coaching?
- What specific outcomes do you want to achieve?
- How will you measure success?
- What will the benefits be, to you and others?
- What might get in the way of your progress?
- What additional help or support might you need to achieve these outcomes?
- How frequently would you like your coaching sessions?
- Where and how would you like to hold the meetings/video-calls?
- How do you learn best? What approaches motivate / demotivate you?
- If you have been coached before, what worked particularly well for you and what was less effective?

Matching a coachee and a coach is not an exact science but here are some points to consider. Indicate below the style and experience you would look for in a coach:

- | | |
|---|---|
| • Holds you to account for your actions | • Can understand the context you operate in - worked in a similar industry, level or culture |
| • Pushes you to develop | • Specialist coach |
| • Challenges you to think and act in different ways | • Specific expertise in working with particular tools or approaches, e.g. 360-degree feedback and/or personality profiles |
| • Supportive | |
| • Tough and fair | |
| • Sounding-board for ideas and thoughts | |
| • Direct communication style | |

How we work



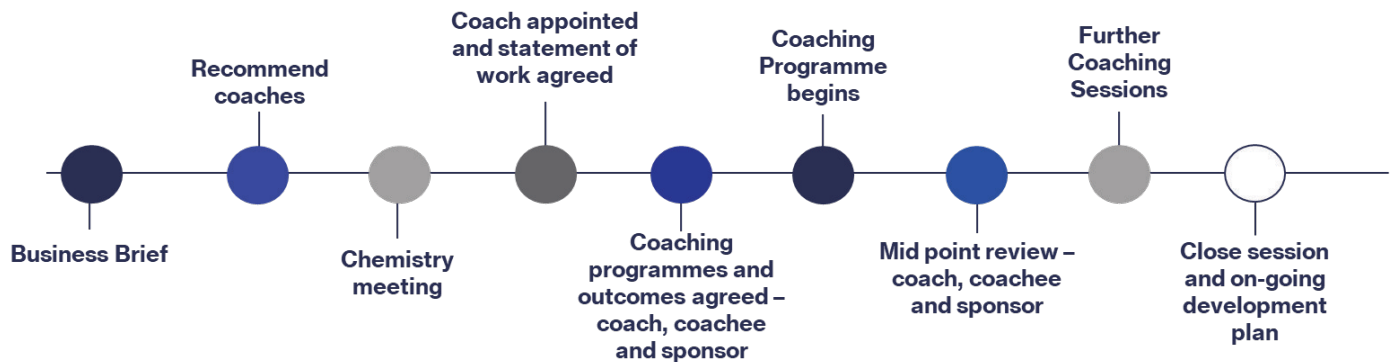
Our aim is to develop people and transform business.

We achieve this by aligning with the organisation and the coachee so all parties are clear on the objectives and goals

We develop the tailored plan that enables us most effectively to meet the objectives

We partner with the organisation and coachee to transform how they work and achieve those goals

Example Coaching Process



Confidentiality

It is important that you feel able to be open with the coach. The coach will not report back to the sponsoring organisation (including Human Resources, L&D and/or the sponsor) on the content of the coaching sessions; however, the form of the sessions, such as their frequency and use of coaching tools including psychometric instruments, may be reported. The coach will agree with the coachee what content may be reported and to whom.

All parties agree to act in accordance with relevant laws, regulations and professional codes of conduct. From time to time we may bring together all coaches working across the business to draw out themes about the organisation. Any information captured in these sessions will be anonymous and will not be identifiable to you.

Getting the most from your coaching experience – roles and responsibilities

It is important to schedule in time to reflect on your individual developmental focus and desired outcomes. Should you find it useful, you will be provided with a Coaching Journal in which to record your thoughts, prepare for your coaching sessions and the mid-point review and close sessions.

To get the most from the coaching programme each stakeholder has a role to play. These are outlined below:

Organisation	Line Manager/Sponsor
<ul style="list-style-type: none"> • Provide business brief and perspective on need for coaching, context, level, programme length. • Line manager/sponsor/coach contact details shared. • Share pertinent business information and agree feedback loop. • Share style and approach of coach to select best fit. • Appropriate coaching space to be made available. 	<ul style="list-style-type: none"> • Provide business brief and perspective on need for coaching, context, etc. • Provide input at mid-point review on developmental goal(s) and desired outcomes • Meet coachee regularly to check-in and provide on-going feedback on progress against objectives • Ensure goals are updated should there be significant changes during period of coaching programme. • Provide post-programme feedback
Coachee	Coach
<ul style="list-style-type: none"> • Schedule time in between coaching sessions to follow through. • Come prepared and in good time. • Cancelling a coaching session with less than 24 hours' notice may result in the session being lost. • On-going feedback to self/sponsor/coach – what's working well? Needs to change? • Reflect on feedback you have received in terms of strengths and development areas. • What is going particularly well that you can build on? What would you like to change? • Be prepared to be challenged – and consider what challenges you are currently facing or are likely to face that may impact on your desired outcomes? 	<ul style="list-style-type: none"> • Be flexible and adapt style as appropriate • Ensure frequency of coaching sessions are tailored, structured and outcome-focused. • Support development of coaching contract, development plan and tripartite alignment. • Maintain highest degree of professionalism in line with Ethics policy. • Provide post-programme feedback
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<ul style="list-style-type: none"> • Provide you with selection of coaches based on brief. • Coaching programmes conducted in line with ethics and confidentiality provisions. • Provide monthly management information to organisational contact. • Evaluation of programme and non-confidential themes shared. • Coaching sessions offered via face-to-face, telephone and/or video conference. 	

Coaching is not...

Coaching is not the same as some other methods of developing people, though it shares a number of common strands with them. These are the main differences:

- Training is a structured process (group or 1:1) to provide employees with the knowledge, skills and competence to perform particular job tasks.
- A mentor is an experienced and trusted advisor. The role of the mentor is to share experiences, to act as a sounding board and to provide advice, guidance and support as appropriate. The mentor will usually use a coaching approach to help the person being mentored to fulfil their potential.
- Performance management is the ongoing planning and reviewing of an individual's performance in their role, often against an agreed set of performance objectives.
- Counselling is a skill that helps people who have lost the necessary inner resources to resolve their own issues – and therefore tends to focus on past feelings and patterns of behaviour.

Coaching assumes people have the necessary inner resources - and therefore tends to focus on helping the coachee to best utilise their own resources in achieving future goals.

Coachee Post-Programme Evaluation

A post-programme feedback request form will be sent to you following completion of your coaching programme and separately sent to your sponsor, if applicable. By sharing your feedback you will be helping us to quantify the direct impact of executive coaching on you, your team/department and the wider business. Your answers will also play a vital role in the ongoing development of our coaches and our coaching services.

We hope you find this guide a useful resource. Please do raise any clarification points with your coach. We look forward to working with you.



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