

What Executive Coaching does



Why use an Executive Coach

The future of any business requires individuals who not only have the technical understanding but also the managerial and strategic abilities to lead in the medium to long term. The market for technically aware, commercially astute, sensitive managers who can take tough decisions is buoyant and most firms want to hold onto people who can demonstrate these attributes. Keeping them and growing them in house into the new leaders is the most cost-effective way to secure the future of the business. Businesses want customised executive development which focuses specifically on addressing each individual's needs.

Executive coaching is now being used to develop the potential of key individuals and high potentials. It is no longer the province of remedial action but is now seen as a reward and often a precursor to an expanding role. Having a coach is seen these days as recognition of potential rather than a need to fix. One-to-one work with an experienced coach helps individuals make promotion transitions cost effectively because they learn the specific skills and strategies they need to do the job and gain the confidence to operate at a higher level.

Coaching can be used to fill skill gaps, enhance performance or can be used to help a person grow to achieve their aspirations and potential. Summerhill Consulting offers experienced qualified coaches to achieve the professional and personal development goals of your key people and help them become leaders of your business.

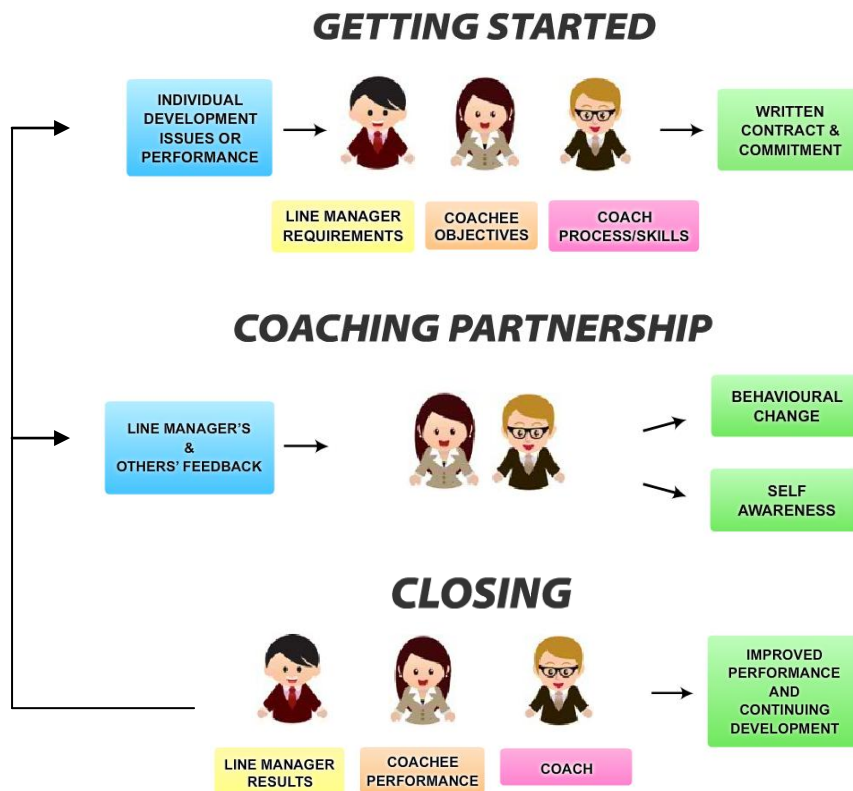
Summerhill Consulting supports senior leaders and managers in a range of client organisations for unleashing potential and promoting performance. Each person's needs at this level are unique which is why a focussed one-to-one approach works so well. Client organisations have seen real shifts in performance and our coaching clients have gained confidence and insight.

The coaching process

A Summerhill Consulting Executive Coaching engagement follows a fairly typical pattern which is tailored to the individual in each case. We often suggest a 6-session process or a 6 month programme as a starting point, though some may need more or less depending on their development objectives. Sessions are usually face-to-face, although telephone coaching can be offered. Typically, each coaching session is 2 hours

We hold a preliminary meeting to understand the requirements and get to know the person. They will, at that meeting become acquainted with a coach and gain an understanding of the process of coaching. We also meet the line manager to understand their requirements and the outcomes they would like to see. We then decide if there is a good match to achieve the outcomes they seek.

The support we offer covers the whole duration of the engagement and very often longer. Clients often need support when trying out strategies "for real" or extra help with particularly difficult meetings or issues. Often during the coaching process clients arrive at insights in between sessions and want to talk through their learning and its applications. Our coaches are committed to be as flexible as possible to give individuals the time they need on the phone as well as face-to-face.



During the coaching sessions, a range of techniques, models and approaches are used depending on the situation, the coachee's preferred way of learning and the coach's background. These are drawn from different psychological sources such as Gestalt, Cognitive Behavioural coaching, and Neuro-Linguistic Programming (NLP). All Summerhill's coaches have worked as managers in business and hence offer a depth of experience and a sound understanding of commercial business issues. The sessions establish the coach and coachee partnership which generates ideas and strategies for looking at situations and problems differently, targets for review, learning and enhanced confidence.

During the coaching process we would expect to get feedback from the Line Manager on changes in behaviours and effectiveness (either by phone or meeting). We also ask for feedback for the coach so that we are always delivering the most effective approach and best practice in coaching.

What people say about coaching

"John is leading the team much more effectively these days which gives him more time to focus on the strategic issues he needs to be tackling."

"He was a competent manager of the staff but new to the role. He needed a lot of approval and was at times a bit slow to take action. Now he is a confident person who I can trust to lead the service. I can see him making the transition to executive team over the next three years or so"

"The questions my coach asks makes me think about things totally differently and reframe situations and problems. I find myself asking "Why not try something new?" "

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