

## **Executive Coaching for Professional Development**

**As Executive coaches**, OrgPsych specialise in preparing a coaching programme focusing on individual and professional growth, and the sustained behavioral changes necessary to deliver performance beyond present levels. We work with participants to establish and reach their goals by:

- building a strong foundation of personal mastery
- increasing their belief and confidence in their personal effectiveness
- aligning personal and business objectives
- enhancing their interpersonal skills
- uncovering and moving beyond the obstacles that stop them
- developing their personal vision and uncovering their values
- changing behaviours
- keeping them focused on the outcomes they value
- measuring and evaluating their progress, and ultimately gain the benefits listed below.

### **What is executive coaching?**

Executive Coaching is an emerging profession that synthesises the best aspects of business, leadership, psychology, communications, organisation development, counseling, consulting, sports psychology and philosophy, social neuroscience, and western and eastern philosophies.

### **Why does executive coaching work?**

It helps the individual clarify objectives and goals; aligns values, goals and actions; keeps individuals accountable; offers support; challenges; keeps the individual focused, reinforces changed behaviours; is the best of many disciplines. It's based on validated techniques to change behavior.

### **What are the tools we use to assess current needs?**

Coaching Needs Analysis; Values; Assessment -- Structured Interviews and Profiles: Leadership Practices Inventory (LPI) 360, GENOS 360 (to assess emotional intelligence) and MBTI Step II (Myers-Briggs – to assess psychological preferences).

### **What techniques accelerate the learning process?**

Assessing and matching the individual's learning style; self-paced learning; assessing values to ensure they are in synchrony with the individual's and organisation's values and goals; highlights choice and self-responsibility.

## **What are the benefits of Executive Coaching?**

- opening up new opportunities and options for learning and development solutions
- providing an objective and fresh point of view
- providing specialist coaching knowledge, skills and abilities
- maintaining a neutral, non-political stance
- acting as a catalyst for change by impacting on the way people learn
- maintaining confidentiality without compromise
- training key personnel in the organisation to adopt a coaching role
- training key individuals in the organisation to establish a coaching culture

Individual and Team Coaching is an exciting journey of self-discovery, self-management and development which opens up new opportunities for professional and personal fulfillment and achievement. The programme shows participants how to draw on and develop personal resources and qualities to:

- enhance interpersonal skills in the workplace
- deal with 'difficult' colleagues
- enhance leadership qualities
- improve team leadership skills
- enhance management skills
- improve personal effectiveness by creating personal and professional goals
- support and accelerate personal and professional development
- remove obstacles to successful personal development
- increase job satisfaction
- gain a source of purpose and motivation
- obtain strength and power without excess
- better cope with pressures and stress

## **What learning tools can you access in the coaching process?**

How to challenge limiting beliefs; planning; setting goals; making effective choices; managing emotions; problem-solving techniques; developing new skills and enhancing current capabilities.

## **What can you expect from me as a coach?**

Confidentiality; reliability; specialty knowledge of cognitive and behavior change; leadership knowledge, activities and checklists to enhance your learning; challenge, support, honest and direct feedback; objectivity; commitment to your agenda and growth etc.

### **How do we measure coaching effectiveness?**

Conduct LPI 360 and GENOS (EI) 360 at the outset of an executive coaching program and after 9/12 coaching sessions; also from client and sponsor feedback.

### **What might we discuss in our fortnightly coaching sessions?**

Values, personal and professional goals, obstacles to growth, vision, achievements, successes, business goals, strategies to change behaviours and move forward, methods of measuring success; development of skills etc.

### **Executive coaching, mentoring and training**

Executive coaching is not training. Why you may ask? Well coaching and training are 2 different things. Training is imparting skills like typing skills. Coaching is helping people develop their skills and assumes they have the skills but are not utilising them to their fullest.

#### **Training**

- delivers a set amount of information from exterior
- agenda fixed, set by trainer
- rarely involves feedback
- usually for a group
- tends to reinforce a traditional style

#### **Coaching**

- find personal information and intrinsic motivation
- agenda fluid, set by individual
- includes ongoing feedback
- usually personalized
- a more democratic, collaborative process

#### **Mentoring**

- to support mentees in managing their own learning
- to be a sounding board – to challenge assumptions, ideas and behaviours
- to motivate the mentee to achieve objectives
- to be a credible role model; to be there; to inspire
- to provide a safe, objective, non-judgmental, and confidential space for the mentee
- to help mentees enhance and develop their and to enable them to be more effective in their industry for the benefit of their clients, themselves and their organisation.

## Executive Coaching Methodology

### Phase I: Establish a partnership (a collaborative helping relationship).

#### **Session 1:**

The First formal contact hour is spent developing rapport, finding things in common and a general chat about how you feel you are performing. A review of the welcome package, clarify definitions and distinguish between training and coaching. Explain how coaching works (who calls who, cancellation etc...) Set a time for the next session.

### Phase II: Create an action plan

#### **Session 2:**

Establish your vision and goals; identify areas that you feel you would like to improve, use the information from the assessment tools to gain insight into your current working practice. Develop strategies and offer \*additional training and/or reading where appropriate.

### Phase III: Coaching cycle (Content of the hour)

#### **Sessions 3-11:**

Each hour is individual and follows your direction and agenda. In general the hour is divided into the following 3 parts:

*10 minute (Introduction):* Develop rapport; review last session's implementation, homework and questions. Articulate this session's goal.

*40 minutes (Body):* Fluid dialogue addressing what is going on, what are the obstacles, problem solving, challenging limiting beliefs, acknowledging your efforts, reviewing habitual patterns and support your thoughts and ideas, stretch your goals when appropriate. Can contain role-play and may suggest some skill workshops and/or reading if areas of deficit can be supported with acquired skills.

*10 minutes (Conclusion):* The commitment, what will you do, action plan for next week, strategy to overcome obstacles if they arise and allow for reflection.

### Phase IV: Evaluate and Follow-up

#### **Session 12:**

Last session reserved to recap the time in the program, extract the valuable lessons and identify areas that may be prone to re-lapse.

Collect feedback evaluations after each month or 4 sessions (3 times / program).

The Executive Coaching Methodology uses Egan's **GROW** Model and many other researched based psychological processes.

Establishing a Goal  
Exploring reality  
Considering your options  
Way Forward

*\*Additional training: Leadership guides are provided to assist in acquiring skills.*

## Professional Development and Executive Coaching Capability

### John McCann

B. Comm M.OrgPsych MAPS FAIM

Executive Coach &

Organisational Psychologist

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*Bachelor of Commerce – Marketing (UNSW). University Award; Graduate and Post Graduate Diplomas in Psychology (CSU); Post Graduate Harvard (USA). Masters in Organisational Psychology at Macquarie University. Graduate of Dr Skiffington Master Coach Course;*

John McCann has many years experience in management and sales and was formerly Ass General Manager of NZI Corp employing 2,500 staff with responsibility for Marketing & Corporate Services including IT. John has served on executive management committees involved in strategic planning and instigated corporate acquisitions, mergers and international joint ventures. He has extensive experience in team building, coaching (he has conducted over 2,000 individual coaching sessions), mentoring and counselling.

John is the Managing Director of OrgPsych. The company specialises in improving organisational effectiveness through individual, management, leadership and client relationship development. The OrgPsych team operate as consultants, executive coaches, mentors, counsellors and confidants. Clients include leading Australian and international companies in various industries including: Actuarial, Aged members' services, Consulting, Engineering, Financial – Banking and Insurance, High Technology, Hospitality, Manufacturing, Motor Vehicle, Pharmaceutical and Real Estate.

John has a special interest in **leadership development**. He conducted a major research study on the effects of Charismatic Transformational Leadership behaviour on employee's Organisational Commitment. He presented a paper on the study at 5<sup>th</sup> Australian Industrial & Organisational Psychology Conference in 2003. He is the lead author on this paper which has been published in a peer reviewed international journal – 'Group & Organization Management'.

He has generated evidenced based **relationship development** and **leadership** programs for the workplace based on principle centered values and the work of Carl Rogers and leading psychologists and educators. These are generic products which can be tailored to meet the needs of any industry. They focus on building relationships based on the values of respect, trust, empathy, unconditional positive regard and genuineness. The programs cover among other things, influencing with integrity, the psychological communication process and psychological health, the key to self-mastery, leading for results and ensuring people are better off for your leadership.

He has experience in conducting **organisational diagnosis** using VOICE employee climate survey. The diagnosis measures 31 performance indicators such as Supervision, Leadership, Teamwork, Communication & Cooperation, Wellness, Job and Customer Satisfaction, Ethics, Cross-Unit Cooperation, Safety and more.

John has been personally trained and certified by Dr Skiffington and Dr Hilary Armstrong, Institute of Executive Coaching. The late Dr Skiffington was internationally recognised as the world's leading educator of coaches. Her work and research in coaching has been reported in the world's top business, professional and scientific journals. Through her many publications and work with the Behavioural Coaching Institute, Dr Skiffington was internationally recognised as a pioneer in the development of coaching models and methodology and is acknowledged as a leader in the development of business coaching tools and techniques. Dr Skiffington's work is continued by the Behavioural Coaching Institute.