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## Leadership Coaching update–Autumn 2004

**Everyone wants to be a coach & hopefully to meet supply everyone wants a coach!....seriously though how to decide?.....**

**Meeting organisation & individual needs, coaching v mentoring, who, high touch, low touch, psychological, business, life coaching or not PLUS the nitty gritty of getting a return on the investment. So we thought we would get out there & see what the market is thinking, saying & writing about.**

### Meeting Organisation & Individual Needs

Some of the drivers of the rise in the popularity of coaching have come from the need to supply targeted just in time development to meet the ever changing shape of organisations and what individuals want from their roles.....'Do it now or we'll be too late!' ...we are sure most coaches start with one situation which quickly changes as the payback from coaching starts to emerge.

Janice Caplan's book for the CIPD 'Coaching for the Future', how smart companies use coaching and mentoring is a good start...she describes coaching as a strategic solution rather than an intervention like a piece of training or skill development....she goes onto describe coaching as an organisational culture and coaching as a management style.....what does an organisation want to achieve and how will coaching support it's business strategy & culture?

What about confidentiality and contracting?.....Ann was impressed by her American colleagues at a recent psychology conference who formalise & make explicit to all parties how these will work in practice...including the storage of the information (notes & questionnaires) about the coachees & their workplace.

A recent RFI from a major utility company reinforced the message that talent directors want to be sure that coaches understand the context they will be working in plus their role in supporting their client.

## Coaching v Mentoring

We could call this behavioral v expert support ....often senior executives choose their coach from the beauty parade because that person comes from a similar background & has the war stories to prove it...is this always appropriate?.....how does the HR Director influence this decision...should they? In an infamous article by Lucy Kellaway in the Financial Times she described that having a coach was well on the way to being the biggest status symbol of all...makes the selected coach feel special too!

## The Coaching Process (Who, How, What)

Professional coaching bodies are all wrestling for position & do not want to lose out on the opportunity.....who will survive?.....it will be interesting to see .....

**Ann Edwards & Co** are covering their options by being actively involved with our professional institutes ...the British Psychological Society & The Chartered Institute of Personnel & Development as well as the European Mentoring & Coaching Council. We aim to advise as an independent provider who keeps in touch with good practice .The latest CIPD guide 'Coaching & Buying Coaching Services' is very helpful to both buyers & sellers...congratulations to Jessica Jarvis.

We must not forget the contribution from the Harvard Business Review as it is read by many of our coaching clients. An article in June 2003 described the risk of developing a dependency and the latest one in May 'Coaching the Alpha Male' is a must read!; particularly as the authors state that the goal is to change the entire team dynamic, not simply to treat the alpha as an individual problem.

## ROI

We all know instinctively and rationally the difference coaching has made to the individual's leadership role & the behavioral changes he/she has made...so what about putting together a cost benefit analysis? Our view is very much about being clear & focused at the outset...we use a coaching workbook with all our clients to contract, capture thoughts, actions & responses (very SJ!) . Whilst partnering with SHL's major telecom client we delivered a ROI review for the contribution of coaching to their sales transformation programme. It achieved all the objectives for individual, team & organization..

To help us persuade the CEO and CFO we have found the articles & research from the Manchester Review vol 6, the coaching study from UCE Birmingham, the Corporate Leadership Council paper, May 2003 ,& Right Management Consultants in the US helpful....Right found that executive coaching delivers a ROI of nearly 6 times the initial cost of coaching....we rest our case!

**A few anecdotal comments collected along the way!**

*Coachee is at the centre of coaching*

*We forget to work with peoples dreams...stories work*

Push the right buttons to make it happen.

**Is coaching for me?**

When you are here with me I am motivated, it seems I can do it & then I don't

It is messy...even when you have a process

Coaching is a mindset...you have to park your ego

My mindset is different than the organisation.

Coaches need to get to know who they are as a human being not a process.....it is about performance not results.

You had a real empathy for the environment yet you did not collude or get complicit about it

**Coaches want diversity to be there.**

**If we produce coaching as an intervention does it delay or inhibit the delivery of a coaching mindset?**

If you would like to know more, contact us on [info@ann-edwards.co.uk](mailto:info@ann-edwards.co.uk) .

AND if you would like us to manage coaching as a strategic solution in your organisation by outsourcing your coaching requirements to our partner company -Corporate Coaching Management (CCM).