



Executive Coaching

OVERVIEW

CORE SERVICES AND PRODUCTS

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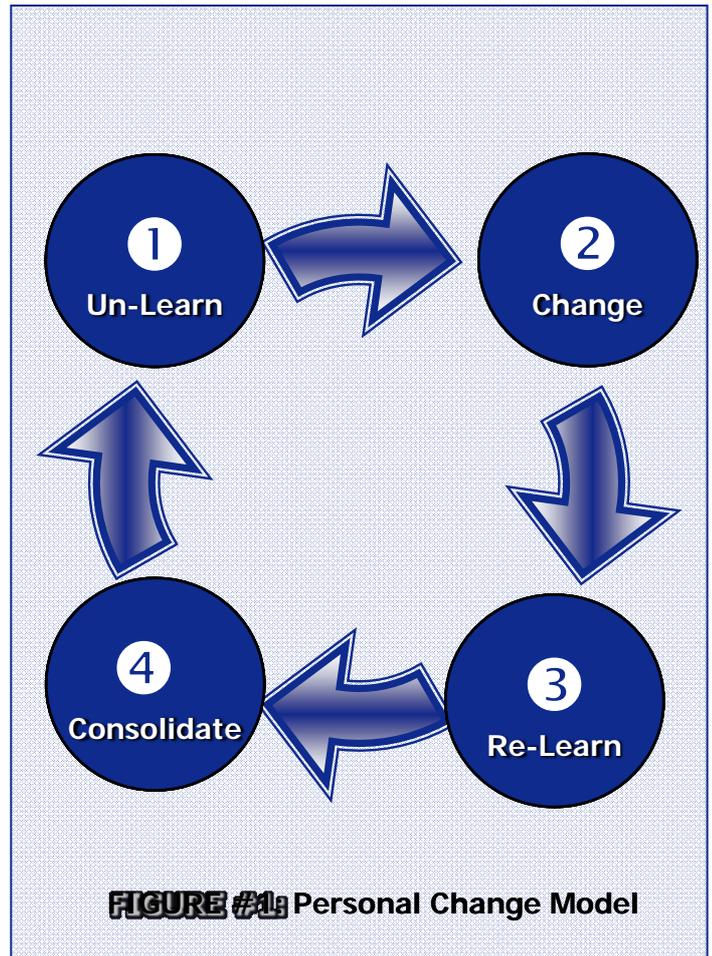
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Coaching @ ClearWater

Coaching is a developmental methodology that is a key to introducing sustainable change. The business case for coaching is compelling. Individuals revert to old ways when the new skills prove too difficult or awkward use. Learning is not sustained unless individualised follow-up is incorporated into a training programme. Recent studies suggest that without follow-on coaching, 87% of new skills learned will be lost.

ClearWater’s approach to coaching is about creating an environment where people can change and develop. Our coaches do not develop people; they facilitate environment where people can grow and develop. The coach is doing so by recognising the current state and identifying change mechanisms. Witnessing the change, holding the faith in the change and handling the change and its fallout. Change is introduced through unlearning of established habits, changing those to more adaptive behaviours, learning to express and utilise these behaviours, and finally consolidating these behaviours into newly formed sets of habitual behaviours (see Figure #1).



The various coaching propositions are different; yet, they are all variations on a 5-stage process:

1. **Diagnosis** – A 1-day holistic assessment of the individual strengths and development areas within organisational context.
2. **PDP Session** – An intensive 2-hour session that explores findings from the diagnostic session, provides structured feedback, offers a prognosis (factors that will hinder or facilitate an intervention), and translates the findings into a tangible Personal Development Plan.
3. **Stakeholders Session** – A 4-way session between the manager, Assessor, Line manager, and HR Representative. The findings from the PDP session are examined and the personal and organisational implications are explored. Finally, all parties agree a forward action plan
4. **Coaching Interventions** – A typical coaching programme consists of 6 to 12 x ½-day sessions on a regular monthly basis, with clear objectives being set for each session and ‘Homework’ between sessions. Coaches provide telephone support between sessions. Table #1 displays the 6 coaching interventions
5. **Closure** – A ½-day session that consolidates learning from all coaching sessions, examines Return On Investment, and identifies maintenance regime and programme to prevent relapse.

TABLE #1: Coaching Offering

Best Practice	Leading Edge
Executive Coaching <i>(1-to-1)</i>	Frog-2- Prince <i>(2-to-1)</i>
Coaching Centre <i>(4-to-16)</i>	Master Coaching <i>(6-to-6)</i>
Coaching Surgeries <i>(6x 1-to-1)</i>	Innovative Thinking <i>(1-to-1)</i>



Senior Management Coaching

EXECUTIVE COACHING

A traditional **1-to-1** coaching. A coach who uses an eclectic approach and combines several areas of technical coaching expertise. On occasion, the 'Executive Coach' may bring a 'Specialist Coach' to address a particular need.

Normally a coaching programme consists of 9 x ½-day sessions, delivered at a monthly intervals, with telephone support in between sessions (shorter or longer programme are also common).

The focus is on **Personal Growth**. This is achieved through adaptability and linear progression.

The intervention principle is of **Adapting & Perfecting**. Improving performance and comfort at current level of operation complexity (or role). Working towards clear objectives.

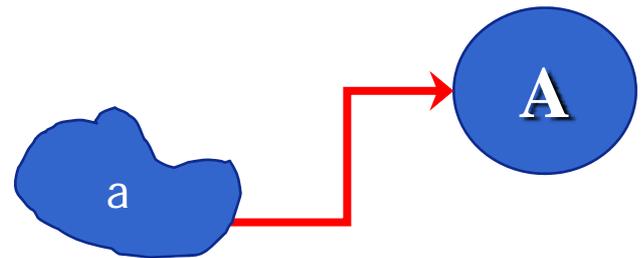
Costing Estimates

- 🕒 Diagnosis session + Instruments; PDP meetings
- 🕒 ½-day coaching sessions + Support
 - ⊕ £12,500 (6 sessions)
 - ⊕ £17,000 (9 sessions)
 - ⊕ £21,500 (12 sessions)

EXECUTIVE COACHING

Personal Growth

**Adapting and perfecting –
Smoothing rough edges**



MASTER COACHING

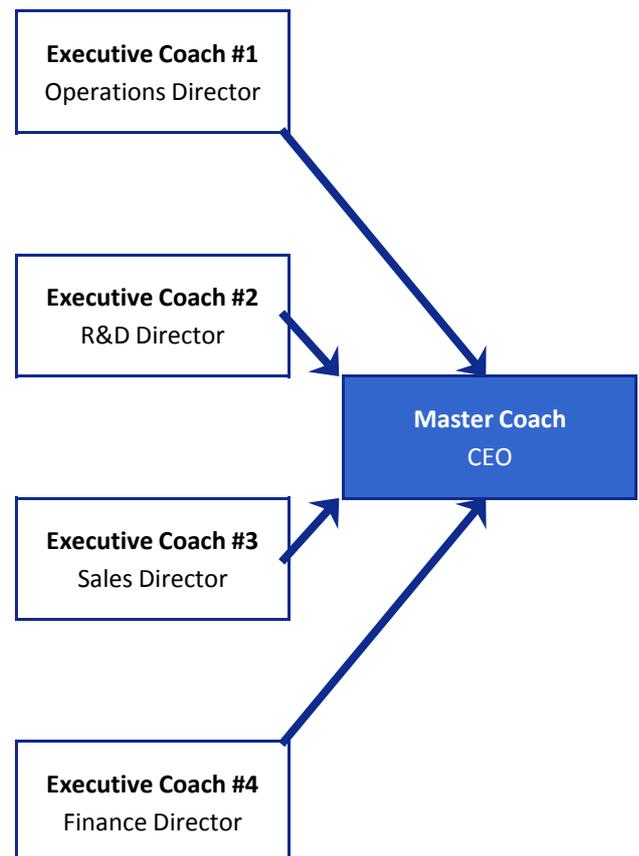
A coaching programme that builds on the concept of Executive Coaching, but uses **Multiple Interacting Coaches** with a focus on **Personal Growth with Organisational and Team Context**.

Coaching to CEO that is informed by coaching programmes that run in parallel to Board members. The coach plays a dual role: (a) A coach; (b) An Advisor. Advising the CEO making changes to organisational structure. It involves communication and sharing of individual Executive Coaching objectives and progress among the various coaches, and sharing of information via Master Coach.

Normally, a Master Coaching programme runs over a year period and consists of 12 x ½-day sessions, delivered at a monthly intervals, with telephone follow-up in between sessions (shorter or longer programme are also common).

Costing Estimates per Participant

- 🕒 Diagnosis session + Instruments; PDP meetings
- 🕒 ½-day coaching sessions + Support
 - ⊕ £12,500 (6 sessions)
 - ⊕ £17,000 (9 sessions)
 - ⊕ £21,500 (12 sessions)





Innovative Approaches to Coaching

INNOVATIVE THINKING

ClearWater's complexity model identifies 8 distinct and hierarchical levels of Thinking (see Figure #5). About 95% of the adult population achieves mastery and operates mainly at levels 1 to 3. This coaching programme aims to introduce higher level thinking to a coachee that normally uses Convergent Thinking (Level 3 Thinking) that is typified by logic, is scientific-oriented, and highly structured and methodical.

The coaching programme uses challenging ideas as a vehicle of introducing higher level thinking and decision making; and by that elevate the Level 3 Thinker to master higher level thinking.

The programme is designed around 12 universal principles. Each universal principle is linked to a series of 'more digestible' decision making and data analysis and processes principles.

The coaching programme entails:

- Skill audit of managing complexity
- 12 x 1-day monthly session; each is based on a single Universal Law (transformation principle)
- A series of developmental activities between sessions

Costing Estimates

£21.6K all inclusive for 1-year programme

8	New World Thinking
7	Reconstructive Thinking
6	Transformation Thinking
5	System Thinking
4	Divergent Thinking
3	Convergent Thinking
2	Affirmative Thinking
1	Retrieval Thinking

FIGURE #5: Levels of Thinking Capacity

RROG-2-PRINCE COACHING

A coaching programme that aims to introduce change in a variety of spaces (personal life, personal relationships, work, role, career) and by that re-framing the whole life of the individual. It is a non-conventional **2-to-1** Coaching. Two coaches working together and separately, each plays a different role.

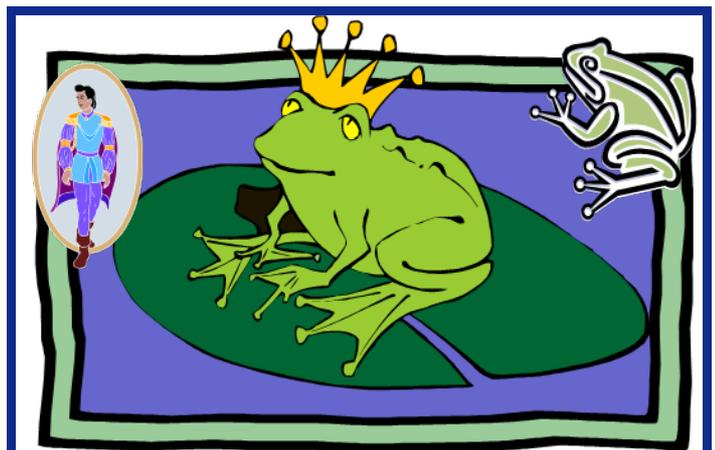
- **Coach 1** – Breaking the mould: change oriented, shutters defences; injecting new concepts
- **Coach 2** – Picking up the pieces: Consolidate; Translating change to manageable actions.

Coach 1 leads the first part of session (with Coach 2 being present) then leaves Coach 2 to run the second part. Normally the coaching programme runs over a year period and consists of 12 ½-day sessions, of which 6 are with 2 coaches and 6 are with 1 coach. These are delivered at a monthly intervals with telephone support in between.

The focus is on **Transformation** rather than adaptability. The intervention principle is **Frog-2-Prince**. It is about becoming something else. Introduction of significant permanent change – Not about improving current level of operation, but transforming to a higher level

Costing Estimates

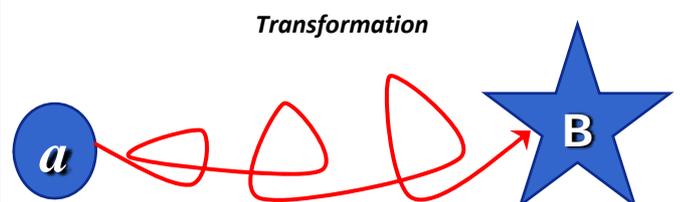
- Diagnosis session + Instruments; PDP meetings
- 12 x ½-day coaching sessions + Support
- £25,000 (12 sessions)



What happened after the princess kisses the frog?

Conventional Coaching: Making progress = becoming more comfortable as a frog; Nevertheless, still a frog

Frog – 2 – Prince: Casting off the frog skin and resuming the interrupted development as a prince





Volume Solution – Coaching to the Masses

COACHING CENTRE

A **1-to-4** coaching centre with several coaches working in parallel with a 4-member group (coaches may swap groups). Normally, a centre consists of 16 delegates with 4 coaches.

Programmes run over 2 to 3 days. There is a strong focus on **Personal Growth**, this is achieved through individualised profiling and specific individualised feedback and coaching. The programme consists of a series of 2-hour sessions – all sessions have 5 parts:

- Facilitators' Input
- Preparation time
- Completing the exercise
- Personal reflection
- Feedback and coaching

Personal feedback is at the heart of the centre – feedback is provided by the other participants, the Coach-Facilitator, and Self-reflection.

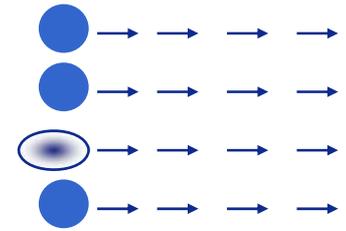
Some programmes have a strong diagnostic element to form the basis of Personal Development Plan (PDP). Figure #2 displays a couple of variations on the coaching centre concept. These are all theme-specific centre

Costing Estimates

- 2-day programme = £1,200 per participant
- 3-day programme = £1,500 per participant

Running With Wolves

Coaching Centre for Women leaders. Focuses on identity as a female leader, tension between Assimilate & Differentiate



Emerging Leader

3-day coaching Centre for technical experts promoted to first managerial role

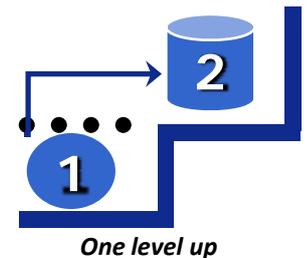


FIGURE #3: Themed Coaching Centres

COACHING SURGERY

One coach delivers **6 x 1-to-1** consecutive coaching sessions in one day. Sessions are 45-minute long and focus on **Remedial Problem Solving**. The aim is not to develop the individual, but rather to deal with a specific symptom or a problem.

The coaching interventions address symptomatic behaviours rather than enable personal growth. The coach directs the session around the symptomatic behaviour. Focuses on removing it or limiting its impact, fixing related problems, and increasing awareness to its implications. There are a lot of similarities with GP Practice model (see Figure #4). The session consists of a mixture of:

- A series of exploration questions
- A framework or model relating to the area concerned to 'prepare the ground' for learning
- Exercises to allow the individuals to go into deeper understanding or practice skills
- Goal setting and behavioural reinforcement options (putting changed behaviour to practice)

Costing Estimates

- 6 x 45-minute slots
- Daily charge = £2K

GP Practice	Coaching Surgery
A series of 20 to 30 consecutive appointments	Several consecutive coaching sessions (about 6) in a coaching day
Short appointments (NHS standards = 7-minute)	Short sessions (about 45-minute)
Non regular appointment initiated by patient	Non regular appointments. Manager books a session
Addresses medical issue that affects regular everyday living	Addresses work-related issues that hinders working practices
Focus on physiological symptoms	Focus on symptomatic behaviours
Simplistic intervention – Complex issues are directed to a medical specialist	Generic intervention – Complex issues are directed to a specialist coach

FIGURE #4: Parallels with GP Practice