

Introducing...



Coaching must have an impact that can be measured by a visible improvement in personal and organisational performance

Coaching

We're not interested in cosy chats and bland feedback. The only justification for coaching is if it really makes a difference to performance, whether at the CEO, the Senior Manager, or the line-manager level. Real behavioural change comes as a result of challenging coaching which questions assumptions, supports strength and inspires innovation.

Oakridge see it as an adventure to push boundaries and challenge assumptions to keep the constant focus on performance.

Coaching must have an impact in ways that can be measured by a visible improvement in personal and organisational performance. It has to pay its way in organisations since it can be disruptive and costly unless carefully planned and evaluated.

A continuum of Coaching Services

Oakridge offers a range of coaching interventions from:

- **Leadership coaching**
- **Performance coaching**
- **Coaching skills for leaders and managers**
- **Team coaching**
- **Career and transition coaching**
- **High-potential coaching**
- **Stress management coaching**
- **Strategic change coaching**

Our approach Models and Tools

Too much coaching has been focused on process, not on outcomes, and an exaggerated belief that simply applying a pre-determined model to every situation will produce transformational change.

In reality, any approach has to vary according to the personality and needs of the leader as well as the culture of their organisation. It is a more dynamic and interactive approach, not a preset formula.

However, coaching is a disciplined and purposeful activity, not simply a ramble in the park. We approach assignments in the following way combining people and process issues with our overall objective – to achieved desired outcomes.

Build relationships – that initial Trust is essential and must deepen

Identify business strategy and objectives – coaching must align to significant business goals

Align personal objectives – the personal agenda is important and must be aligned to the organisational strategy and operating imperatives

We use a range of tools in our programmes but never in a prescriptive way. However you may expect to see one or more of the following in use:

- **MBTI or EQi or Buckingham ‘Know your strengths’ for diagnostics**
- **Team Diagnostic Tool or Transformational Leadership Questionnaire – for 360 degree evaluation and test/re-test**
- **Marshall Goldsmith ‘6 Questions Top Executives should ask’, Real-World Group Leadership Cards (for investigating leadership and coaching style)**

Coaching Media

We provide coaching in face to face meetings, by Skype, by web meetings, video conferencing, Face Time, or by telephone. Between coaching sessions we maintain contact by e-mail, text, Drop Box or Yammer.

“ Our belief is that coaching can and should be a multiple-media opportunity where **‘only connect’** is the critical driver. ”

Determine outcomes – clarify what outcomes have to be achieved. What will success look and feel like not only for the person coached but the impact on others and how this meets the organisations strategic objectives

Contract to work together – to make a clear commitment to each other on working together, sharing experiences, overcoming obstacles, facing challenges

Review and measure – look with open eyes at what the coaching experience has meant and what has been achieved. In particular to measure the impact of coaching

Coaching

Measuring Impact

Effective coaching has an impact which we believe can and should be measured.

This goes beyond rather superficial 'ROI' measures and instead focuses on longterm sustainable behavioural change having a visible impact in the organisation.

For the Manager or Executive going to be coached, one of the key measures of our coaching programme is to evaluate what impact coaching has had on their way of thinking (cognitive reframing) and more specifically on their subsequent behaviour. We look to measure behavioural change. What are you doing differently as a result of the coaching experience with all those challenges and insights, reflections and thoughts? Coaching must create a commitment, an enthusiasm, a persistence to act – to behave differently. Sometimes coaching helps to confirm behaviours which an Executive displays which are immensely

beneficial and useful. Here the focus is on ensuring that such strengths are used to the full, celebrated for the value they bring to the organisation.

We also seek to measure the impact coaching has in the workplace on the people who are led and managed by those we have coached. We use a variety of methods from personal anecdotes, pulse surveys to direct workplace questions “has your manager changed?” to ensure that the coaching behaviours have become embedded and that beneficial impact is felt.

In addition, we can use the Transformation Leadership Questionnaire (TLQ) through our Partner Relationship with the Real World Group (www.realworld-group.com) which measures leadership behaviours and their impact in the workplace with a 'before' and 'after' 360 degree survey.

Qualifications – accreditation and experience

To achieve this we ensure that all our coaches are fully accredited to lead-body standards, they also undertake regular supervision of their work and invest in their Continuous Professional Development. We also ensure that our coaches live in the real world, the one where there are no perfect solutions, not enough time, inadequate resources, and abundant talent which is subject to human frailty. Contemporary thinkers, challenging and supportive, these are the coaches that truly make things happen.

“Since her coaching sessions began, she has grown in confidence and is demonstrating leadership capabilities through proactive business development, driving the delivery of projects, leading her team and growing her people. In 5 months, revenue released is already 18% more than achieved last year and average monthly revenue release by -50%. It is no surprise that I would thoroughly recommend Oakridge for their structured and challenging personal leadership coaching programme.”

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