



## ORGANISATION-CENTRED COACHING

- **LEVERAGING BUSINESS RESULTS**

Organisation-Centred Coaching is a targeted coaching approach which is used to drive business results. Each individual works towards achieving the goals and outcomes which have been identified by the business as essential for organisational success. The business will identify tangible KPIs, growth objectives, and team success measures, and the client will work with the coach to deliver measureable benefits which are essential to the organisation.

- **WHY DOES TARGETED COACHING WORK?**

Organisation-centred coaching is often necessary because there is a gap between strategic plans and performance in most businesses, and according to research published in the Harvard Business Review, companies only achieve around 63% of what their strategies promise. The type of problems that limit performance include:

- poorly understood expectations
- lack of focus
- unrealistic planning time-frames
- lack of analysis of problems
- lack of accountability
- excuse-led mentality
- failure to learn from experience
- not focusing on what is really important
- not systematically checking progress
- focusing on 'nice to haves' rather than 'must haves'
- underperforming teams
- indecisiveness
- lack of planning and anticipation
- lack of courage to address difficult issues

The key for business success is to create a transparent agenda on what and how top performers should be focusing their time. This targeted coaching methodology works because:

- Personal goals are aligned with business goals and there is clarity on vital issues
- There is a clear internal focus on what needs to be achieved in terms of priorities, difficulties or challenges to be overcome, and the measures which indicate success
- There is an agreed 1-page plan for success, and strategies, 'roadmaps' or critical paths are created to make sure goals are achieved
- Progress is monitored and clients are held accountable for progress
- Clients are required to analyse and evaluate what has happened without scope for excuses

- Clients can share problems, barriers or difficulties with the coach without the fear of any organisational or career repercussions.
- A performance tracking scorecard system is used to monitor progress

- **PROCESS**

The process starts with the outcomes or end points in mind, and the methodology focuses on alignment, action and accountability. The coaching framework focuses on the following 5 stages:

- **Planning & Preparation**

- Key stakeholders define and clarify expectations, pinpoint issues and concerns, and discuss any organisational issues that would impact on performance.

- **Outcomes**

- Goals, desired outcomes and success measures are identified in relation to:
  - Delivery and execution targets
  - Growth objectives
  - Team productivity measures and targets
  - Senior stakeholder expectations

- **Information**

- Information is collected on the current situation
- Patterns, achievements and disappointments are analysed

- **Planning**

- Action plans, roadmaps, and critical paths are created to map the issues and guide appropriate action
- New options and approaches are explored
- Barriers which might block success are identified
- Milestones are agreed

- **Results**

- Hard and soft evidence is recorded
- Actions are reviewed in terms of what has worked well, and what has worked less well
- Plans are agreed to work through set-backs and disappointments
- Revised action steps are agreed
- Scorecards are rated to track progress

- **MEASURING THE RESULTS OF ORGANISATION-CENTRED COACHING**

The **tangible benefits** will be scorecarded in terms of their impact on 3 critical areas for business success:

**Delivery & Execution Targets**

- Increased sales/revenue
- Increased customers/clients
- Decreased costs
- Achievement of specific company KPIs

**Future Business Growth**

- Improved long-term planning
- Strategy for growth objectives
- Improved quality
- Fewer complaints

**Team Leadership**

- Decreased employee turnover
- Decreased absenteeism
- Improved productivity
- Improved processes and structure
- Improved monitoring of tasks
- Evidence of team stretch, development and progress
- Clear goal-setting
- Evidence of strong motivational culture

- **WHY USE EXECUTIVE COACHES RATHER THAN LINE MANAGERS FOR TARGETED ORGANISATION-CENTRED COACHING?**

Clients are able to share problems with an independent coach without any fear or concern about career or organisational repercussions. Therefore, clients can freely discuss their obstacles, barriers or difficulties which may be interfering with their ability to achieve organisational success. The coach is able to act as a sounding board, and offer the type of confidential support that would not be possible in a line manager relationship.