

Guide to Leadership Coaching



FOREWORD

RFC is delighted to publish this guide which is part of our ongoing commitment to providing practical cutting edge information for leaders in Ireland. Our aim is to share knowledge, increase learning and understanding, and help our clients make informed decisions on leading talent management.

Coaching as a practice has come of age and has moved from being a emergent profession, to one that has established itself on a global scale and is firmly underpinned by science with over 15,000 coaching psychology research papers published in academic journals in 2015. This document has been prepared to provide a guide intended demystify and inform you of the enhanced coaching process and application of same.

RFC Leading Talent produces many resources for leaders including guides, news articles, surveys and research reports. We also provide talent tools for organisations across Ireland and internationally through the 59 offices of our worldwide partner CFR Global.

For more information, please visit www.rfc.ie or call us on 01-8727008



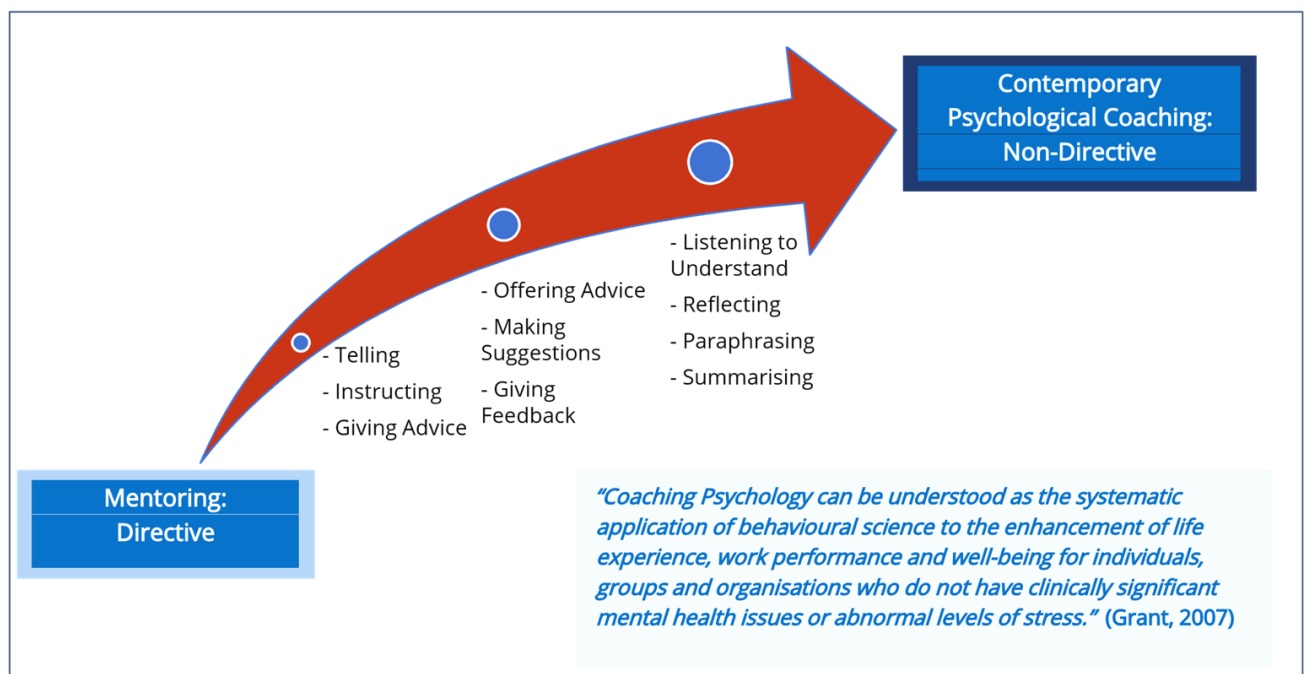
Robert Ferry
Partner

OVERVIEW & DESCRIPTION

Traditional Versus Contemporary Psychological Coaching

Coaching has been practised since people have been aware of the need for teaching and learning. Modern history traces it back to the 1900s, and since then it has grown and developed from a purely practical mentoring type skill to one backed by psychological science.

In recent years the number of research papers on coaching published in psychology journals has risen from c.1000 in 2009 to over 18,000 in 2022 alone and rising.



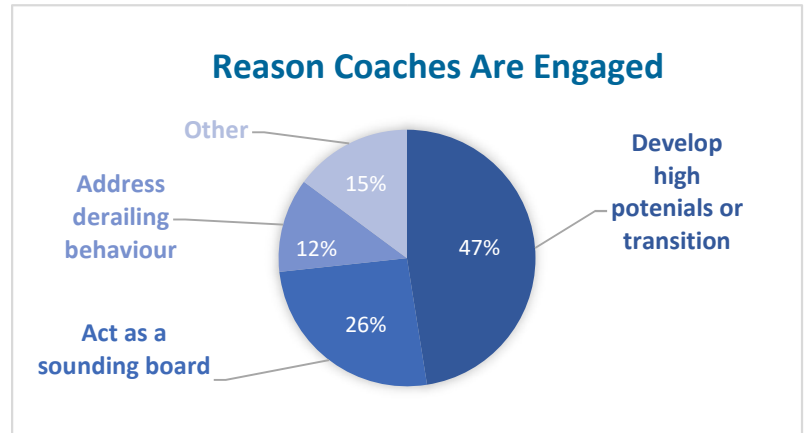
This contemporary model has much in common with both mentoring and therapy, see diagram below.

Mentoring	Coaching		Therapy
Paid to come up with answers	Advise individual leaders	Focus on the future	Paid to ask the right questions
Focus on organisation performance	Involves leaders on goal setting	Enhance performance	Focus on individual and system behaviour change
Strives for objectivity	Paid for by the company	Helps to uncover individual and team true path	Tackles work and home issues
			Focus on the past
			Diagnose and treats dysfunctionality
			Paid for by the individual

What are the benefits?

Applying contemporary coaching knowledge and skill provides a deep level of understanding of the conscious and most notably the sub-conscious behaviour of both leaders and teams. This in turn yields insight into values and culture norms.

Raising leader and team awareness to this level drives positive action, behaviour change and goal achievement.



Coutou & Kuaffman (2009) What Can Coaches Do For You? Harvard Business Review

Organisation

- Improved organisation performance
- Higher profitability / ROI
- Enhanced staff retention
- Less absenteeism
- Buy in to organisation vision and values
- Better flexibility / ability to change
- Sustainable for learning and development
- Improved distributed leadership

Team

- Improved team performance
- Clearer vision and objectives
- Improved team spirit
- Better communication and relationships
- Creative synergies
- Higher motivation
- Unleash team potential

Person

- Improved self-awareness
- Enhanced individual performance
- Higher motivation and commitment
- Better leadership skills
- Sustainable, self-directed personal growth
- Higher quality or work/life balance
- Clarity in purpose and meaning
- Better management of change process
- Improved communication and relationships

The Coaching Contract

The purpose of the contract is to ensure that both parties are clear as to what they can reasonably expect from each other in terms of logistics (managing meetings and intermeeting contact) and core ground-rules and encourages the client to clarify what it is they want from the process.

OUR APPROACH TO COACHING

We use contemporary coaching psychology which gives a solid understanding of the science of human change and the ability to develop coaching interventions.

One to One and Team Coaching

RFC use a range of approaches and models relevant to the coaching context to achieve results including:

Approaches

- Cognitive behavioural
- Solution Focussed
- Person Centred
- Gestalt Existential
- Systemic- Psychodynamic
- Transactional Analysis
- ACT/ Mindfulness
- Motivational Interviewing
- Contextual
- Narrative

Models

- GROW
- OSKAR
- CLEAR
- OARS
- Appreciative Enquiry
- Kolb-Action Learning
- Emotional Intelligence
- Reflective learning

Sustainability and Continuous Improvement

Our coaching practice facilitates improvement that is sustainable and continuous. To this end our aim is replace our coaching sessions with a self-managed reflective practice to yield continuous development.

Evaluation

We believe the coaching relationship forms the foundation of the coaching process so a chemistry meeting forms the first step of our process. Before starting a program we meet with our clients to discover the purpose, motivation and the corporate culture. Working in partnership with them we design and agree a bespoke evaluation process. This may consist of psychometric testing and 360 feedback tools.

Coaching Panel

All of our coaches are experienced leaders themselves, are highly qualified, typically to masters degree level. They have a proven track record in leadership or team coaching across a range of industries and professions.

ROBERT FERRY PROFILE

Robert has over 20 years' experience in the executive search and leadership development acting as a trusted advisor to a wide range of Irish and multinational clients. He holds a B.A. in HR and an MSc. In Coaching Psychology.

Many organisations use his organisation culture and talent management expertise when they need to find or develop leaders and their teams.



Current Role

Robert is the founder of RFC which was established in 1998. He is responsible for leading the team in delivering talent solutions for middle to senior level executives through to board directors. He represents the firm as the Irish branch of CFR Global and leads the global industrial and engineering practice.

Earlier Career

He began his career in NCB Stockbrokers as a private client advisor. He then moved to join a leading specialist firm, Professional Placement Group, as a recruitment consultant covering accounting and financial services professionals. He progressed to director level leading the technical team which specialised in engineering and supply chain professionals and managers, a role he held for over six years until 1998.

Case Studies

Robert has completed assignments across a range of industries and company types. You can see case studies of work completed with organisations such as Bank of Ireland, Grafton PLC and Power Capital on www.rfc.ie/client-stories/

Do you have culture or talent problems or just need to improve how you work?
Contact Robert Ferry to learn more or to arrange an appointment.

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E: robert.ferry@rfc.ie

Web Booking: www.rfc.ie/book-an-appointment/

Additional Resources - Guides & Surveys



How do middle to senior level executives make a career move?

<http://www.rfc.ie/how-do-middle-to-senior-level-executives-make-a-career-move-in-the-current-irish-job-market/>



Guide to Talent Acquisition

<http://www.rfc.ie/talent-acquisition/>



Guide to Retention & Engagement

<http://www.rfc.ie/retention-and-engagement/>



Guide to Succession Planning

<http://www.rfc.ie/succession-planning/>



What makes a good leader?

<http://www.rfc.ie/researchhttp://www.rfc.ie/what-makes-a-good-leader/>



Reduce staff turnover by putting time into onboarding

<http://www.rfc.ie/reduce-staff-turnover-by-putting-the-time-into-onboarding/>



RFC is an independent Irish firm with over 20 years' experience in delivering search and development solutions for leaders within Ireland and 60 countries internationally throughout its partnership with CFR Global.

Our expertise extends to:

Industrial | Manufacturing | Financial Services | Technology | Not for Profit | Healthcare | Business Services | Consumer | Public Service & Semi State



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