

COACHING Leaders

*So you're
Thinking about
Coaching?*

A Prospectus



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...So You're Thinking about Coaching?



Coaching is a powerful, personalised way to build your leadership capability, at the same time as ensuring you achieve those long-lasting development outcomes that matter so much to your leadership life and career...

Leadership can be fulfilling. It can also be demanding and challenging. Forward-thinking leaders see coaching as an essential adjunct in building their capability to achieve durable outcomes for themselves, their teams and the work they do

Everyone can benefit from some coaching from time-to-time – having a supportive sounding board to help you help yourself learn to lead more mindfully and effectively – with calm, poise, emotional balance, judgement, self-confidence, vision and integrity.

Maybe you just want to find out what “*all this coaching stuff is about*”. Or perhaps, you’ve already decided you want to do some coaching and you’re looking to see who might be the best choice to help you. Either way, you’re probably wondering about things like:

- ? What is coaching and why do it?
- ? What can coaching help me with?
- ? What is your coaching approach like – and will it suit me?
- ? What happens inside a typical coaching session?
- ? What do I need to do to make coaching work?
- ? How can I tell if coaching is working for me?

I hope this ‘*coaching prospectus*’ provides some simple, straightforward answers to questions like these. After all, if you’re going to invest your time and money in personalised leadership coaching, you want to make sure you’re clear on the reasons for doing it, the results you might get, and the benefits you and your organisation might expect.

Whether its one-on-one or group-based, coaching for me, is a series of conversations that help you to get clear about challenges you face in various facets of your leadership role. Then it's about helping you formulate improvement goals and try-out actions that move you closer towards where you imagine you want to be.

You probably have a pretty good idea of what kind of coaching help you need already – though maybe you haven’t exactly sat down and translated it into specific goals and actions plans. So I've included some useful checklists to help you make up your mind and think more carefully about you want coaching to help you achieve. I've also tried to give you extensive insights into my coaching approach so you can decide whether it may suit you.

All coaches have different approaches, use different frameworks, tools and techniques, and have a different personal flavour. What suits one person just won't suit someone else. The fit between you, your coach, and the coaching approach, is critical for your coaching comfort and change success. I hope you find this prospectus useful in making up your mind. *Good luck with your coaching journey!*

1. Why Do Coaching?



This is the first question you'll probably ask. After all, if you're going to invest time and money in personalised coaching, you want to make sure you're clear on the reasons for doing it, the results you might get and the benefits you and your organisation might expect.

No-one manages on their own anymore. Organisations are too complex, too fast and too changeable for any single person to manage effectively all by themselves.

Whatever changes you're dealing with – big or small, individual or team-based – most people find it hard to change on their own. They need to be supported, guided and facilitated. In other words, they need to be coached.

- ❑ Everyone can benefit from having a coach – a supportive, sounding board to *help you help yourself* learn to lead more effectively – with calm, poise, balance, judgement and integrity.
- ❑ Coaching is a powerful, personalised way to ensure learning is retained, acted on and applied in real work-time. Numerous studies substantiate its superiority over traditional training strategies to help you get long-lasting results that matter.

➔ Here are some of the benefits people tell us they derive from coaching...

- ❑ Coaching helped me **clarify the vision** of what I really want
- ❑ Gives me a **quiet space to reflect** – free from the pressure of work
- ❑ I get to **work on what I want to work on** – the things that matter to me.
- ❑ You can **be more open and honest about issues** that worry you
- ❑ It's **something I'm doing for my self first** – and it also benefits the organisation
- ❑ You get to **work at your own pace** – and **set your own goals**
- ❑ You feel **safer talking about touchy issues** – and know you're not being judged
- ❑ It's **a time when I can slow down** – and really think deeply about stuff
- ❑ **I see situations and myself more clearly** – and what I can do differently
- ❑ I'm **more aware and understand my emotional patterns** better
- ❑ **Opened up possibilities** – to look at what I could be doing not just what I'm not
- ❑ It helps **keep me motivated and focused** – and **gets me to take action**

Essentially, coaching – either individually or as part of a small group – provides an opportunity for you to engage in a series of in-depth conversations that explore challenges you face in your leadership role and aim to establish some personal improvement goals and try-out actions to help you move closer towards where you imagine yourself being.

2. What can Coaching help me with?



You probably have a pretty good idea of what kind of coaching help you need already – though perhaps you haven't sat down and translated it exactly into specific goals and actions plans.

That's OK. Coaching can do that for you....

Part of what coaches do is help people get in touch with their gifts, talents, wants, values, needs and dreams, as well as help them come to understand themselves and what motivates, drives or inspires them.

As we often say, coaches help people reveal themselves to themselves...

➔ **Here are some challenges we've helped people work on over the years...**

- How can I **connect better with the people I lead** and build a better work climate?
- How can I be **more mindful, aware and emotionally balanced** as a leader?
- How can I **improve the way I get on** with other managers and leaders?
- How can I get more adept at **leading change** and get others on-board with it?
- How can I **build a more cohesive team** that works well together?
- How can I **grow my leadership role** to meet new work challenges?
- How can I **adapt to new roles and relationships** emerging in my organisation?
- How can I **handle work-stress and tension** in a more balanced way?
- How can I go about **creating a more productive work culture**?
- How can I **handle difficult situations** in more emotionally intelligent ways?
- How can I **improve the work behaviours or general culture** in my team?
- How can I **work on my own management practices** to get better results?
- How can I **personally take a more coaching approach** to leadership?

? **What challenges do you think coaching can help with? Try this...**

- ▶ **Think about things that keep coming up in your leadership role** that make you feel uneasy, uncomfortable, challenged. You can also think about areas you're already good at which you'd like to strengthen.
- ▶ **For each item you write down, contextualise your particular coaching challenge** by framing it as a "How Can I...?" statement. This usually helps you to turn a general situation into a more specific goal.

3. What is Coaching all About?



I believe that coaching is an extended conversation.

It's about guiding you through a process to identify critical challenges and areas for improvement; set yourself goals and strategies to reach them and also overcome the inevitable obstacles that get in the way

Whether its one-one-one or group-based, *coaching is an extended conversation*. While the conversations are different for different people and situations, they almost always have a common thread. They're about:

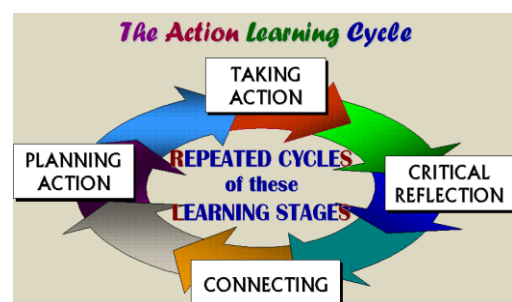
- ❑ Identifying the challenges you face in various facets of your leadership role – personally, professionally and operationally – and then...
- ❑ Helping you formulate improvement goals and try-out actions for yourself (and for your team) that moves you closer towards where you imagine yourself being.

➔ **Here's some of the key elements that we think make up coaching...**

- ❑ Coaching is a conversation – and a good relationship between us is critical
- ❑ Coaching is appreciative – it helps you anchor improvements in your strengths
- ❑ Coaching is a continuous cycle of questioning, reflecting and listening
- ❑ Coaching helps you get insights into your thinking, feeling and behaviour habits
- ❑ Coaching is about challenging and confronting limiting beliefs that hold you back
- ❑ Coaching should help to energise you and encourage you to take action
- ❑ Coaching helps you find answers for yourself – to your own questions
- ❑ Coaching's about finding and then trying out solutions to specific problems

I think coaching involves learning from action, and I take an action learning approach to all my coaching assignments. Action learning combines action and learning. You take deliberate action. Then you reflect on what you learned from that action.

That's Action Learning! It's also the Coaching Cycle in action too. The coach helps people learn from their own experience and take progressively new and better action.



4. What can Coaching look at?



Coaching can cover a multiplicity of topics and the focus is ultimately up to you to decide.

And that depends on your context, your own specific challenges and aspirations, what you feel is holding you back, or the strengths you can build-on to move yourself forward.

While I have in-depth experience in many different leadership coaching contexts, coaching rarely fits into neat categories – and whatever the coaching focus, I always look at coaching from both a performance and personal growth perspective....

There's no one right coaching path to follow that suits everyone. Be suspicious if someone tells you they know all the answers and there's only one right way to do coaching. What you need to do is find your way and your answers. A good coach will know this and work with you on your path as you uncover it for yourself through a process that blends intuition with insight.

➔ We usually find leaders want to address a combination of these...

- ❑ **Coaching for Personal Mastery:** Increases your level of personal mastery and promotes personal growth and self-awareness. This includes emotional coaching – understanding and dealing better with feelings, both your's and others.
- ❑ **Executive & Leadership Coaching:** Reflecting on your role as a manager and how to refresh your leadership to make it even more effective. This can also take in specific assistance with developing new approaches to organisation renewal or business improvement
- ❑ **Coaching for Change:** Helping you work through a specific change management challenge or initiative in your team or organisation
- ❑ **Critical Issues Coaching:** To better engage with a critical strategic, leadership issue or management concern that keeps coming up for you.
- ❑ **Conversational Coaching:** Raising your conversational skills can dramatically improve leadership effectiveness and the quality of your interactions with others
- ❑ **Performance Improvement Coaching:** Aimed at specific performance difficulties behavioural patterns or other things you single out that are just not happening well for you at work
- ❑ **Specific Skills Coaching:** Equipping you with specific capabilities and tools to enhance role performance, meet new challenges or face new frontiers

I also think having a personal vision of what can be better or different for you as a leader is absolutely fundamental – as is the concept of *voluntarism*. You can't forge a very productive coaching relationship with someone who doesn't want to be coached.

5. Does coaching have a personal side?



No matter what the specific focus is, coaching is personal simply because it involves you personally.

Whatever particular coaching goals you set yourself, we'll end up at some time or another, talking about *how YOU personally fit into the picture.*

All of us tend to spend a lot of time focusing on *'problems out there'* and how others create difficulties for us – spending too little time *'in-here'* with ourselves, reflecting on *how we are* and *what we do* contribute to many challenging situations that arise for us.

What I'm talking about here is coaching for self-awareness, personal mastery and mindfulness. As I frequently point out in our leadership clinics: *'Before you can lead outwards, you need to look inwards.'* *We often don't know ourselves as well as we think we do. That goes for all of us.*

Coaching helps you tap into what you know. It builds on strengths you already have and helps you find answers already within yourself. But sometimes you want a coach to help you with...

- Challenging ingrained beliefs and entrenched mental models and mindsets
- Gaining a deeper understanding of your own emotions and why I act the way I do
- Managing moods more effectively to reduce conflict and lead for positive action
- Controlling disruptive emotional patterns and reactions in myself and others
- Creating more positive emotional climates that energise the people I lead
- Self-insights, exploring responses, seeing choices, choosing to respond differently
- Getting in touch with your talents, strengths, inner-truths about what really matters
- Coping better with stress and pressure at work or handling conflicting priorities
- Developing positive outlooks and reframing negative or self-defeating behaviour
- Re-thinking your approach to how you handle situations, events and people
- Replacing old habits and patterns of behaviours that often hold us back
- Coping better with stress and pressure at work or handling conflicting priorities
- Taking positive action – identifying new possibilities and actions to achieve them.

Coaching is centrally concerned with helping you understand and critically reflect on the impact these things can have on your thinking processes, actions, behaviours and goals. A good coach takes a challenging stand between you and your thinking to make you more aware of how it impacts outcomes and the actions you take.

- ▶ **Go through this list above. Tick any items that intrigue you** or you feel resonate with your needs or goals for coaching at the moment

6. The Emotional Side of Coaching



As you gathered from the last section, coaching's also always about feelings. It helps you be more aware of the positive and negative emotional patterns we all have that can make or break our determination to achieve goals that matter to us – personally or professionally.

Emotions build or erode self-confidence, our will to persevere to see something through. They also determine how resilient we are when we encounter those unavoidable setbacks and obstacles that haunt us

I've been coaching and conducting Emotional Intelligence (EI) workshops for leaders and staff since 2004. I believe it isn't just a fringe activity for managers – it's a critical competency for all capable leaders. Any coaching approach needs to incorporate it. It's indispensable – no matter what kind of coaching you do or what its specific focus might be.

Why? Because emotions percolate through every aspect of our lives. They affect how we think, who we are and how we live. They exert a powerful pull on how we behave and how we cope with change and stress. They dictate how well we manage relationships with work colleagues, and ultimately, they determine how productive, happy, satisfied and effective we are...

Leaders play an essential role as emotional care-takers. More and more connect successful outcomes with their own level of EI – their ability to 'tune into themselves' and be more mindful of the impact their patterns of feeling and behaving have on the people they lead. *Leaders have an immense impact on the performance, culture and prevailing emotional climate that grows up around them.* **Here's a string of ideas on what EI leader coaching can look at...**

- ❑ **How to use feelings effectively** to handle your own emotions and get positive outcomes in relationships with others.
- ❑ **Emotional self-management:** controlling disruptive emotions, outbursts, coping with frustration, redirecting impulsive urges and getting along with others.
- ❑ **Social intelligence:** working with the collective emotional currents in teams to manage relationships, build bonds and help teams get on well and collaborate
- ❑ **Mindfulness, Focus & Flow:** The propensity to pursue goals with concentration, energy and persistence and the resilience to handle setbacks and changes
- ❑ **Positivity Emotional Outlook:** our tendency towards learned pessimism or optimism – and the affect these polar perspectives have on results we achieve
- ❑ **Being able to express feelings** clearly, cleanly and carefully – without blaming
- ❑ **Connecting with others or 'empathy':** the ability to understand the emotional makeup of other people, read their emotions and deal with their feelings

Great leaders spend much of their time promoting positive emotional relationships. Whatever coaching goals you have – whether it's to be more visionary, to manage relationships better or to inspire high-energy performance – *the critical factor to begin with is inside yourself.* It has a lot more to do than you may think with *your own level of emotional intelligence.*

7. Conversational Coaching



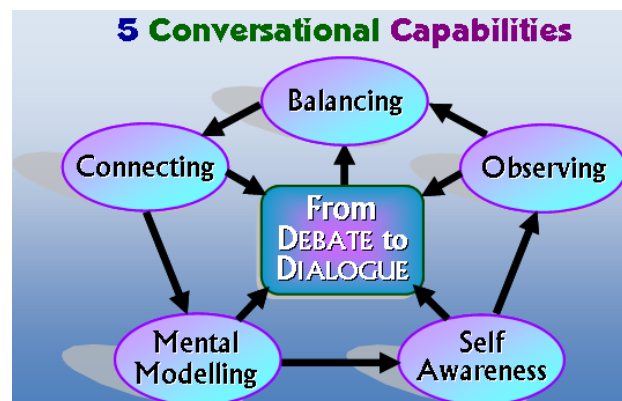
Whether you're leading change, dealing with touchy topics, revitalising a team or energising classrooms, conversations are at the core of what leaders do. The essential actions leaders take mostly take shape through conversations. *Leadership can almost be defined as 'a string of conversations'.*

Leaders spend a lot of their day having conversations. They're the major forum where we build relationships, solve problems, make decisions, take action and learn together – but most of us never stop to think how we might become better at them.

Conversations set the emotional tone and build positive working relationships that ultimately determine the performance culture of your workplace. The quality of conversations you have as a leader is a telling indicator of team culture, leadership climate and change success.

Conversations connect us to others, inspire, influence, empathise, energise, and move people to action. They're the playing field where leaders most visibly exercise their level of emotional and social intelligence.

The calibre of your conversations in is one of the key indicators for the effective functioning of your team. If conversations are off-colour, coordination breaks down, relationships suffer and fuel bad feelings, mistakes multiply and productivity plummets.



Knowing how to use different conversational tools is a vital element for leadership success. I specialise in coaching with a conversational focus – addressing real conversational challenges. *Here's some common coaching challenges I can help with. Tick any you face.*

- How do I get my point across persuasively without people misunderstanding me?
- How do I get people to speak up in meetings and share ideas more openly?
- I often put off having difficult discussions to avoid argument and conflict...
- How do I say what I need to say and raise difficult issues with people?
- I want to have better meetings and deal with real issues instead of avoiding them
- How can I keep discussions on track and constructively channel conflict?
- How do I talk to people about change and get them to understand the need for it?
- How do I replace dead-end debates with more skillful discussion and dialogue?
- How can I connect better and really understanding what people are on about?

8. What's my Coaching Approach?



A question you've been wanting to ask I'm sure is whether my coaching approach will suit you, your personal style and your specific needs.

All coaches have different approaches, use different frameworks, tools and techniques and have a different personal flavour.

What suits one person won't suit someone else. The fit between you, and me as your coach, as well as my coaching approach, is crucial to your coaching comfort.

1. My coaching approach is personalised, specific to you and non-judgemental. I work with you to help you actualise goals that matter most to you – to help you uncover your full potential, achieve higher levels of self-awareness, be a better leader and tackle specific challenges you face in your existing or emerging role and work context.

2. The focus of coaching sessions is individually determined and controlled by you. Whether it's performance role coaching, increasing your personal mastery, mindfulness and leadership awareness, working with teams, conversational coaching, relationship building, leading with emotional intelligence, managing change or tackling your own management or workplace improvement priorities – *you choose what you need to work on.*

3. And I'm flexible about you changing your coaching course or direction too. I know things come up between coaching sessions that might change the tack you want to take with me or lead you to rethink your goals or focus for coaching. Sometimes, too, as your thinking or insights deepen, new lines of self-inquiry emerge that may be more relevant to you

4. I know how important a comfortable, emotionally "safe" coaching environment is. At work, you seldom get a safe environment to practise in. You're under pressure 'playing the game' – there's no time to reflect, it's too risky to try out a new tool or approach and you rarely get feedback about what you're doing – or not (as the case may be). You need to feel safe during our sessions together.

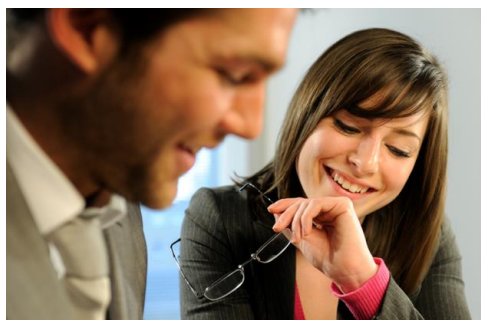


That means creating an atmosphere of positive mutual regard between us, where you can say what you feel, speak your mind and feel free to take risks, open up, explore yourself deeply and admit mistakes – without feeling blamed or judged. We also carefully protect the confidentiality of your sessions with us.

5. I take a values-based approach. Whether you choose to explore and discuss them directly, values are always with us. They're often an essential key to understand what's happening for someone with a recurring problem, troublesome behaviour, or continual conflict situations. I help you *identify your key values or beliefs and explore how they impact on how you handle particular problems or situations.*

6. I 'optionalise' with you – not suggest 'right' answers or approaches. We both know there's never one right solution, one single contributing factor to a dilemma or one person or cause to blame. I help you identify multiple options and choices and weigh up consequences for yourself, through testing different hypothesis and scenarios.

7. I take an action learning, practice-orientated approach I touched on this in Section 3. During each coaching session, we'll discuss try-out actions to practice, tools you can use to master your specific challenges and also explore how to adapt what you learn to your every-day work situations, model new skills and behaviours and build on your unique strengths



8. I cognitively coach to develop your critical reflection and inquiry skills. With cognitive coaching, you get in touch with your thinking patterns – your mental models and assumptions – learn to reflect on how significant an impact they have on you, and develop sound habits of questioning your own thinking – what I call *self-inquiry*.

9. I will challenge you – respectfully – and give unconditionally constructive feedback.

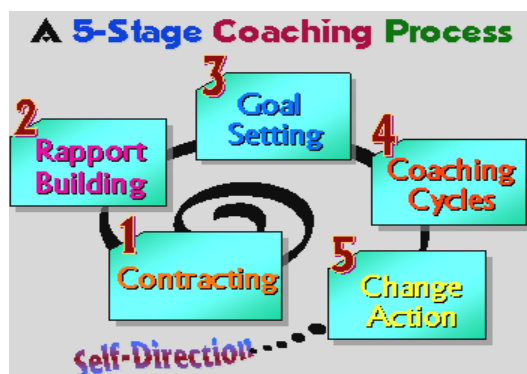
I assume you're not doing coaching just to have your current thinking patterns confirmed (though we'll do a bit of that too!). I will challenge you to look at what you're doing from some different angles, see yourself through some different lenses and try on some different mental models. But I hope I do this respectfully. And if I give feedback, it will always be constructive.

10. I use tools to support you through the coaching process – and beyond. Over the time we spend together, you'll build up a customised kit of tools suited to your particular coaching context and challenges. I see tools as absolutely essential to good coaching – they're techniques, formulas and processes that help you bridge the gap between idea and action..

➔ **Here's what I suggest a typical series of coaching sessions might look like:**

- ❑ **Structure:** Although the particular coaching path will be different for different people, there are 5 broad stages in the coaching process you'll work through with us that apply in any coaching context (see our 5-stage coaching process below).
- ❑ **Sessions:** A typical coaching program consists of 5 x 2-3 hour sessions every 3-4 weeks or so, with a blend, if you want, of individual, small-group and on-line email/phone coaching.
- ❑ **Phone or E-Coaching:** While I can conduct coaching purely by phone or e-dialogues, we recommend blending this with some face-to-face sessions (eg. . a face-to-face where possible at the beginning and end of a coaching series).
- ❑ **For phone-coaching sessions:** I suggest varying the structure of coaching sessions to schedule in a 1-hour session every 2 weeks.
- ❑ **Other arrangements:** are possible to suit your own timing and commitments – but generally I suggest at least 2-hour sessions with a minimum of 3 sessions.
- ❑ **Review:** Our coaching agreements include a progress review after session 3 at which point you decide to proceed or withdraw from the coaching relationship.
- ❑ **Tool-kit:** Over the coaching period, you'll have the opportunity to build up your own personalised kit of tools to support your coaching practice and try-outs and sustain yourself after coaching finishes.

9. What's the Coaching Process in detail?



This diagram shows what happens in a typical coaching cycle with me.

The model's generic. By that, we mean that while the content and focus of coaching sessions changes to meet your particular needs, goals and context, the steps we work through stay the same.

Although the particular path will be different for different people, there's 5 main stages in the coaching process you work through with me that apply in any coaching context.

Stage 1: Contracting – our Preliminary Session. The first contact session I have with you is critical. This session (usually an hour or so) is a preliminary conversation where we discuss your expectations and general coaching focus and decide whether you want to give me a try.

Stage 2: Rapport-Building – Coaching Session #1. Hopefully, by the time our first session ends, you'll feel we've created a constructive, relaxed conversational climate for coaching, where you can express yourself openly and feel listened to and understood. I also hope you have a better idea of the challenges you face and the kind of coaching work you want to do

Starting with Session 1, and after each session, we'll agree on a couple of self-coaching activities you can do between sessions. For example, a personal reflection exercise tailored to your coaching context, a checklist, pro-forma, self-assessment survey or tool to practice.

Stage 3: Goal Setting – Coaching Session #2. Now we can move together into a basic action pattern of situation analysis, exploration and goal-setting. We might repeat this a couple of times during the coaching process as new issues or challenges emerge or you become more clear on the goals you really want to achieve.

Stage 4: Ongoing Coaching Sessions. Once you've identified your goals, ongoing sessions follow a continuous loop coaching cycle. Sometimes you'll modify or refine your goals as we go deeper into situations but largely, our sessions review progress and address obstacles and issues that arise along the way for you – including your own thinking, feeling and behaving

Stage 5: Try-out Actions is where we embed new habits through lots of practice – identifying successive try-out actions and tools that move you toward your goals. You need less formal coaching support as you become more self-aware, self-critical and self-reliant.

This leads us to Self-Direction. Neither of us want you to develop unhealthy dependency on coaching. An underlying coaching aim of mine is working toward self-sufficiency. I want you settled into sound habits of self-inquiry and reflection to increase your capacity to manage the process of self-improvement by yourself.



During this stage, our coaching relationship usually becomes more informal, less regular and more directed by you than me, as you take on more responsibility for carrying on your own self-coaching work. At this stage, either of us can then decide to exit the relationship.

10. What will our First Meeting be like?



This is another question you may have. Perhaps you're also wondering: "What will my coach want to know?" and "How can I prepare myself for this meeting?"

Meeting for the first time can be anxiety provoking – and that goes for both of us!

Especially when we don't know what to expect. This session usually lasts about an hour. It's a preliminary conversation about your goals, yourself and what you expect out of the coaching relationship. During our initial meeting (normally free-of-charge), I try to get a general picture of your:

- Work history:** a bit on background, roles, experiences and what you do now?
- Current situation** – your role and what's going on for you with work at the moment
- Values:** What's important to you in your current work? What do you value most?
- Likes and dislikes** about the work you do or the role you play at the moment?
- Major challenges** – what you see as your biggest ones that matter most to you
- Capabilities:** what strengths you bring to this job? What about weaknesses?
- Motivation:** what brought you to coaching and what expectations you have for it
- Purpose:** What do you want to achieve from these coaching sessions?
- Goals:** We'll touch on your coaching goals – though generally it's premature to try to establish solid goals in the first session.
- Focus:** What do you most need to work on first do you think?
- Relevance:** Why is that important? Personally? Professionally? Work-wise?
- Changes:** how you might handle this differently? What changes you want to make
- Personal vision:** What really matters to you about how you see yourself
- Application:** What difference it will make to you if you achieve your goals
- Obstacles:** What might be holding you back from making these changes?
- Expectations:** What's your idea of coaching? What do you expect of a coach?
- Outcomes:** How do you see these sessions making a difference for you?
- Progress:** How will you be able to tell if the coaching is working for you?

► Tick areas in this list you think you'd most like to discuss at a first meeting with me

Of course, I would not try to cover all of the things listed above in a first session but I hope this gives you some ideas.

And after the first meeting, you may well decide you can't work with me. That's OK. There are different styles of working together and one coach can't suit all people.

11. What do I need to do to make this work?



Coaching's not a quick-fix. It's taken years to learn some of the habits that may trouble you – which you certainly won't unlearn in a few weeks. So what of your contribution?

What will coaching call on you to do for yourself? If you think you can use coaching so I can 'fix' you, think again. Like most things in life, coaching only works when you're committed and willing to fix yourself!

Personal growth and change isn't always easy or quick. It takes time. It's not an event, it's a process! Coaching takes perseverance and commitment, as well as willingness to self-reflect, behavioural practice, along with the discipline to do it and keep it up. *The biggest barrier to getting results you want may be you. But I bet you already knew that.*

*"Whenever people try to change habits of how they think and act, they must reverse decades of learning that resides in heavily travelled, highly reinforced neural circuitry, built up over years of repeating that habit." Daniel Goleman, *The New Leaders* p 148*

We all have 'blindspots' – things we can't see or would rather not know about ourselves. Not being aware of these allows them to control us. Coaching reveals these 'blindspots' and that's often confronting for us. Here's some of the coaching commitments we'd ask you to consider...

- ❑ **Discipline to do weekly actions:** set your goals, develop a practice plan then track your progress by keeping records of your self-reflections and try-outs
- ❑ **Feedback:** Opening up to change by seeking out feedback about yourself from others and remaining open, non-defensive and appreciative of it
- ❑ **Self-disclosure:** Sharing self-doubts, facing up to barriers and fears that get in the way, being more honest, open and 'telling your truth' about yourself
- ❑ **Behaviour change:** able to recognise what aspects of our behaviour, thoughts and emotional patterns aren't working for us and be diligent about changing them
- ❑ **Persevere in practising new habits:** You need to rehearse a new behaviour until it becomes automatic – mastering it at the level of implicit learning. Only then will the new wiring replace the old.
- ❑ **Inter-session assignments:** Yep there's usually homework attached to coaching.
- ❑ **Self-responsibility:** I'll encourage you to work toward self-sufficiently and take responsibility for your own change by using our self-coaching model inter-session
- ❑ **Sustained commitment and patience in handling setbacks** – when you lapse back into old patterns or a new approach doesn't work first time (or second either!)

If you pursue a coaching path, you'll be challenged by the changes you see you may have to make – and perhaps even more so, by your natural resistance to them

12. What's Coaching with me cost?



Coaching costs. Yet for many leaders the investment is well worth it and the returns in terms of *better performance, more effective leadership, teamwork or less stress and increased capability* – well, you just can't put a price on those.

I won't tie you up in coaching contracts with fixed costs and numbers of sessions.

I won't ask you to commit your money to something you've never tried before – so my first 1-hour introductory coaching session, where we do a preliminary analysis and you get to size up your fit with our approach – is free.

If you feel you can make a connection with me, we'll map out a series of coaching sessions together. And if you can't – that's no big deal. Coaches don't come in one-size-fits-all!

- ❑ I always suggest arranging coaching in blocks of 5 x 2-hour sessions for face-to-face (with a session every 3 weeks or so) or 10 x 1-hour phone sessions 2 weeks apart. Other arrangements are possible to suit your own timing and commitments – but generally I recommend a minimum of at least 3 2-hour sessions.
- ❑ All our coaching schemes include a progress review after Session #3, at which point you can decide to proceed or withdraw from the coaching relationship – and there's no contract.
- ❑ There are different rates for face-to-face and phone coaching and I also have special discount for privately-funded coaching, NFP's and schools.
- ❑ Face-to-face coaching sessions are \$275 per hour (GST incl) *plus* any expenses. Phone coaching \$220 per hour (GST incl). Contact me to discuss rates and possible discounts.
- ❑ With phone coaching, I still prefer, if possible, to arrange for at least one face-to-face session at the beginning and end of your coaching block
- ❑ I generally don't charge for short phone/email support between face-to-face sessions. For example, you might ring me to work through an issue that's arisen for 15 minutes or phone for a 10-minute phone check-up.
- ❑ There's a \$110 one-off charge to cover provision of coaching tools/resources used during the sessions.
- ❑ Other costed items may include overnight accommodation, travel to and from your location, and other incidentals. We always, of course, clear these with you first.
- ❑ Whenever possible, we schedule coaching sessions to coincide with other workshop training or coaching engagements to minimise travel and accommodation expenses.
- ❑ Cancellation or rescheduling is mutually agreed. Late cancellation (less than 3 days before the session) will be charged. Termination is at the discretion of either party as negotiated after completion of Session # 3 in the coaching block.



13. About your Coach...



Bill Cropper, TCF's Founding Director and Principal Coach and Consultant, has a wealth of practical experience leadership learning and coaching, group facilitation, culture change and strategic change management in a wide range of different settings.

With a background amounting to more than 20-plus years in change management consulting, I've built up a good bit of experience facilitating, mentoring and coaching leaders and teams

I think I have a down-to-earth, outgoing and open style; personal mastery of a wide range of facilitation tools, techniques and processes and customarily work comfortably with people at all organisation levels – senior executives, operational managers, staff and other consultants.

I've been a preferred learning consultant and leadership coach for numerous public sector agencies at federal, state and local level – providing facilitation, coaching and culture change services to senior executives, managers, facilitators, work teams and community groups around workplace culture, strategic change, organisation renewal, team reformation and the application of Senge's 5 Learning Disciplines to strengthen the leadership-learning capacity of organisations, teams and individuals and help them navigate their way through change..

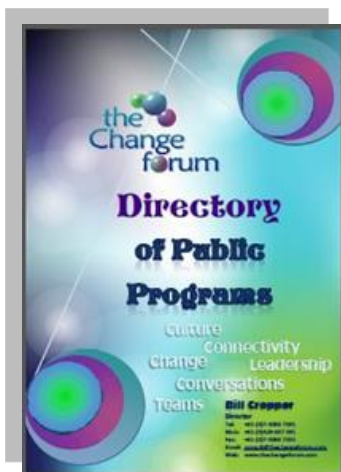
Along with an ongoing passion for learning-centred leadership and team-based approaches to 'living-at-work' work, I'm a keen student interested in the benefits of emotional intelligence, mindfulness and conversational coaching to promote more connective workplace cultures, more productive, open interchanges and facilitate personal growth and change mastery

I'm an advocate of participative, team-based work and learning-centred leadership as keys to sustaining change and creating successful business futures. My consulting assignments consistently embrace coaching and skills transfer as a fundamental strategy in strengthening the learning capacity of learning communities to be more self-reliant in managing their own change processes.

As well as my ongoing passion for learning-centred leadership and team-based approaches to 'living-at-work' work, I run a very popular public series of coaching clinics on Constructive Conversations and Difficult Discussions as well as leadership forums on Personal Mastery: Leading with Emotional Intelligence, Mindful Leadership, Leading Culture Change, Leading through Teams, Learning to Lead Change and The Leader as Coach.

In recent years, I've been focussing more particularly on emotional intelligence and mindfulness skills, providing individual and team-based coaching in a range of different contexts – executive and leadership coaching, change management and team coaching, conversational coaching, self-development, performance improvement coaching, and coaching for personal and emotional mastery – as well as helping people develop their own coaching skills to take on a more facilitative, coaching style of leadership. I'm also an experienced and prolific writer and I've produced numerous self-coaching guides, toolkits and workbooks to support work-based learning, leadership and team development and guide organisations through change.

14. What other supports are there?



Coaching with me doesn't just have to stop when your coaching sessions end.

I run an extensive range of public leadership learning programs and coaching clinics that can be used in conjunction with coaching or after it, to continue to build your toolkit or extend your skills into new frontiers.

My public programs can also offer you the chance of an intensive injection of skills and knowledge in a particular area or simply an opportunity to get together with like-minded people as a break from our one-one-one sessions.

Our current full range of around 20 public programs can be viewed on-line in our [Course Directory](#). A summary table of these appears below:

Conversational Leadership Programs	Leading Conversations: mastering the art and practices of conversational leadership
	Dealing with Difficult Discussions: a 7-stage model to navigate your way methodically through troublesome topics and resolve differences
	Positive Performance Conversations: carefully-crafted frameworks and formulas to make difficult performance conversations easier
Emotional Intelligence Programs	Mindful Leadership in Action: brain-training clinic for attention, clarity & presence
	Leading with Emotional Intelligence: 7 essential EI practices to lift your leadership level
	Social Intelligence in Teams: creating cohesive, positive, resilient teams
	Emotional Intelligence at Work: 5 EI-smart work practices for staff
	Building Resilience & Trauma First-Aid: self-help and support for workplace well-being
Change & Culture Programs	Preparing People for Change: the path to smoother change transitions
	Preparing Yourself for Change: how to personally engage with change
	Leading Change Management: designing people-centred change
	Leading Culture Change: tools for revitalising workplace and team culture
Building Better Teams Programs	Building Better Teams: tools to form, reform and transform your team
	Leading Teams through Change: making team change more trouble-free
	Working Better Together Clinics: tailored team-building in-house
	Tools for Taking Team Action: a tailored process to tackle concerning issues and improve team functionality
	Executive team-building for more coherent, cohesive, connective senior teams
Leadership, Facilitation & Coaching Programs	Learning to Lead: flexible series of leadership modules to tailor to your leader needs
	Facilitating Effective Teams: tools to help teams function more effectively
	Mentoring your Managers: mentoring skills to nurture and support your leaders
	The Coaching Leaders Clinic: taking a coaching approach to leadership