



Coaching

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Our philosophy

You can be confident that our recommendations will always be based upon the findings of published academic research, tailored to meet the needs of your organisation.

At Anima & Atman we are committed to delivering solutions for our clients that make meaningful and measurable differences in the areas of *Emotional Wellbeing, Productive Mindset* and *Self-Awareness*.

Our clients are typically professional services organisations, who are trusted for their expertise, commitment to ongoing professional development and high ethical standards. Our approach seeks to reflect this, meaning you can be confident that our recommendations will always be based upon the findings of published academic research, tailored to meet the needs of your organisation.

What is coaching and what benefits can it bring?

We all have experience of conversations that are helpful to us. Conversations in which we can be open and honest, in which we feel understood, in which things become clearer, or in which we can hear ourselves think. These are the conditions that help us to confront difficult issues and resolve complex problems. Coaching seeks to create both the time and space for such conversations to take place.

'Coaching raises self-awareness and identifies choices. Working to the client's agenda, the coach and client have the sole aim of closing the gaps between potential and performance.'

Rogers (2012)

Effective coaching enables individuals to maximise their potential and perform to the very best of their ability. This benefits both the individual and the wider organisation. While business coaching was initially seen as a remedial tool, reserved for people with performance problems, more recently, the positive benefits it can bring to individuals who are already performing above expectations, have been recognised. Academic research has shown coaching to have a more significant impact on performance than other popular development tools (Jones et al, 2014) across a diverse range of areas including: goal-attainment, soliciting ideas for improvement, building resilience and self-regulating behaviour (Page & de Haan, 2014).

Although coaching is now a familiar development tool for senior leadership teams, it is used less frequently with emerging talent populations, however, this is starting to change. For example, many young professionals can benefit from coaching when being prepared for promotion, taking on managerial responsibilities for the first time or prior to being given a challenging assignment. However, because the per capita budget for developing emerging talent is likely to be much lower than that available for executive development, more innovative approaches to coaching are required.

Our approach to coaching emerging talent

At Anima & Atman we specialise in coaching high potential individuals and teams, who may not have been previously exposed to coaching, but who are well-placed to benefit from it. Our coaches have extensive experience recruiting and developing emerging talent populations, which helps them quickly build rapport with clients and offer insight into the challenges they are facing.

A relational approach

There are a number of different approaches to coaching, at Anima & Atman we take what is known as a *relational approach*. This means we recognize the client as an individual but pay particular attention to the ways in which they interact with the world around them. In a work context this could mean how they relate to clients, colleagues and the organisation as a whole.

The *working alliance* between client and coach is fundamental to everything we do. Recent research strongly suggests that the quality of this relationship is the most important 'active ingredient' in predicting the effectiveness of coaching (de Haan 2013). Our relational approach sets us apart from many other providers and is why we encourage our clients to play an active role in choosing the coach they work with.

We have also found that this approach resonates strongly with clients and reflects our own experience of working in professional services organisations, where relationships with both clients and colleagues, play a central role in driving organisational performance.

Our coaches have extensive experience recruiting and developing emerging talent populations.

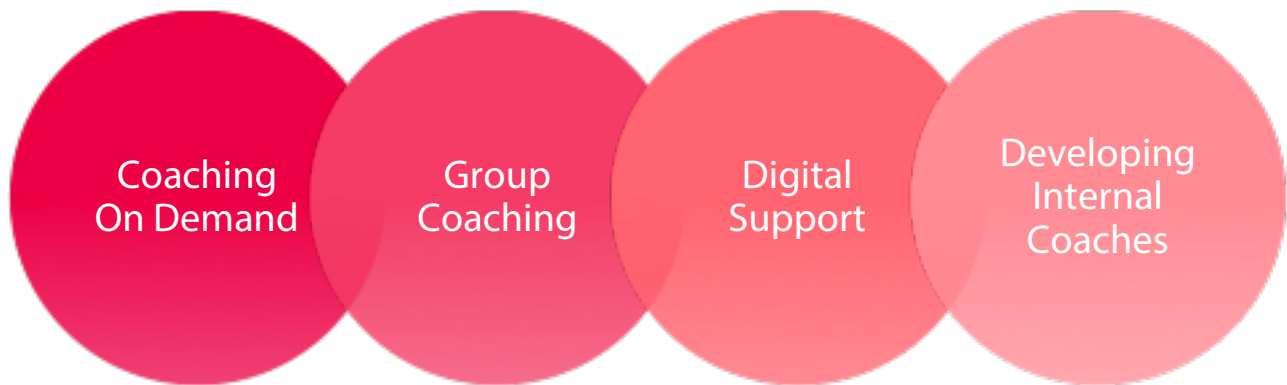
Flexible & cost-effective coaching

While the efficacy of coaching is now well-established, it also has a reputation for being expensive. Like most professional services, the cost of coaching reflects the value of the coach's time. This means that for clients who want to work one-to-one with an experienced coach, over an extended period of time, the costs can be significant. However, this is just one model of coaching and while it may meet the needs of executives it need not represent the best choice when coaching emerging talent.

Executive coaching typically involves helping the client solve complex problems or implement behaviour change, both of which can take some time, especially when confidentiality may be a concern and trust needs to be built. Experience has shown us that young professionals tend not to bring these issues to coaching, instead what they are usually looking for is one of two things. Short bursts of practical advice on how to tackle situations that are new to them, for example, being asked to go on secondment. Alternatively, they want someone impartial to listen to their concerns and offer support, for example, when struggling to deal with a demanding colleague.

This means the coaching of emerging talent often needs to be more directive and solutions-focused, blending together the qualities of a mentor, with those of a coach. It also means that issues can frequently be discussed and resolved within a single coaching session. Our approach to coaching reflects this, which allows us to offer a coaching model that is suitable for large cohorts of individuals, based on one-off sessions, delivered on demand and through a variety of means, including face-to-face, phone or digital.

Our service offering



Our flexible and cost-effective coaching methodology allows you to support your emerging talent, irrespective of the numbers involved. We have designed coaching solutions that can be delivered to both individuals and small groups; these are complemented with access to digital learning materials hosted on our online platform. We can also assist organisations considering the development of internal coaching capacity. A summary of these services is set out below.

Coaching on demand

Traditional coaching assignments usually require detailed up-front contracting and the involvement of multiple organisational stakeholders. This makes sense when the assignment is of strategic importance to the organisation and likely to last some time. In such situations this is the approach we would recommend ourselves.

Coaching on demand is a pragmatic solution better suited to the short 'bite-sized' coaching sessions usually requested by young professionals. This approach sees a uniform coaching package offered to your emerging talent with the criteria under which coaching can take place agreed up-front with the L&D team. This allows individuals to access the service quickly in their 'moments of need', while at the same time ensuring that departmental budgets are respected and that the subject of the coaching remains focused on topics that benefit both the individual and the wider organisation. For example, some clients stipulate that coaching must not support individuals in their attempts to leave an organisation.

Although client confidentiality requires that the content of individual coaching sessions cannot be disclosed to organisational sponsors, regular management reports highlighting the volume of

coaching taking place and any common themes that emerge across a number of coaching sessions, can be provided. This can be helpful in identifying more general learning needs.

Group Coaching

Executive coaching usually requires the highest levels of confidentiality; this means group coaching is usually not a realistic option. Because the issues brought to coaching by emerging talent are often less sensitive (and are often common to many young professionals) group coaching can be a sensible and cost-effective option.

Group coaching through the use of action learning sets (Revans, 2011), where the coach plays the role of facilitator, can be a particularly powerful way to bring individuals together, in order to discuss issues and learn from one another's experiences. Over time the aim is for action learning sets to become self-managing, meaning they can continue to function effectively without the need for external facilitation. This approach also provides a safe environment for individuals to develop and practice new skills that they can use when working alongside both colleagues and clients.

Digital support

The success of coaching is predicated on the client taking what they learn in the coaching session and putting it into practice through their work. This can often prove challenging, which is why coaching assignments can last some time. Many coaches set their clients 'homework' to undertake between sessions, in order to help consolidate learning and behavioural change.

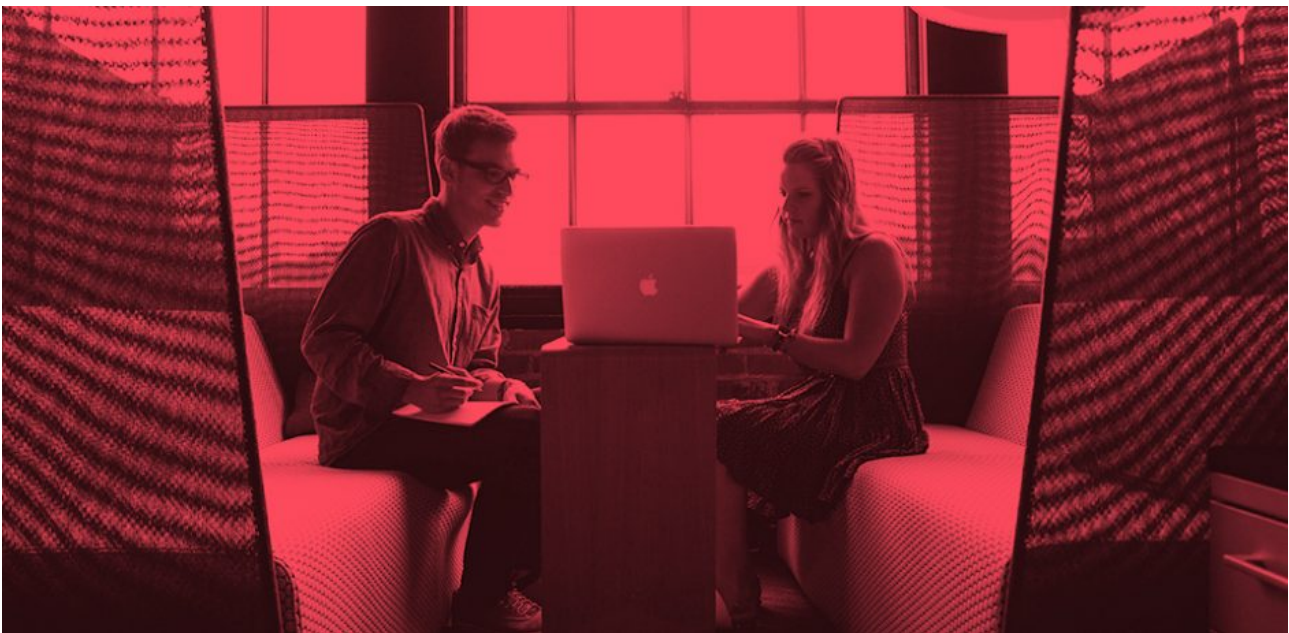
The use of supporting materials is of particular importance when the amount of time available for coaching is limited and the client is required to be more self-directed in their learning. In order to ensure clients receive ongoing support after the coaching has taken place, we can provide access to a range of learning materials hosted on our digital learning platform.

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Developing internal coaches

Many organisations are starting to develop their own internal coaching capacity, in order to make coaching more widely accessible (St John-Brooks, 2013). When the necessary time and resources are made available this can prove a pragmatic and cost-effective way to deliver coaching, although it will not be appropriate in all situations, for example, when client confidentiality is a concern.

We can support L&D teams keen to develop their own coaching skills or those of other stakeholders. We can also provide licensed access to our own digital learning materials that will assist them in their role as coach. Where necessary we can offer support to internal coaches who find themselves struggling to cope with the issues brought to them by their own clients.



To find out more about how we can help you offer coaching to your emerging talent, contact us using the details below.

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