

HIGH PERFORMANCE FROM THE INSIDE OUT EXECUTIVE COACHING: The Corporate Athlete

With Xenergie Executive Academy 1-1 and Team/Group Coaching



"Companies cannot afford to address only an employee's cognitive capacities while ignoring the emotional, physical, and spiritual."
Harvard Business Review, The Corporate Athlete

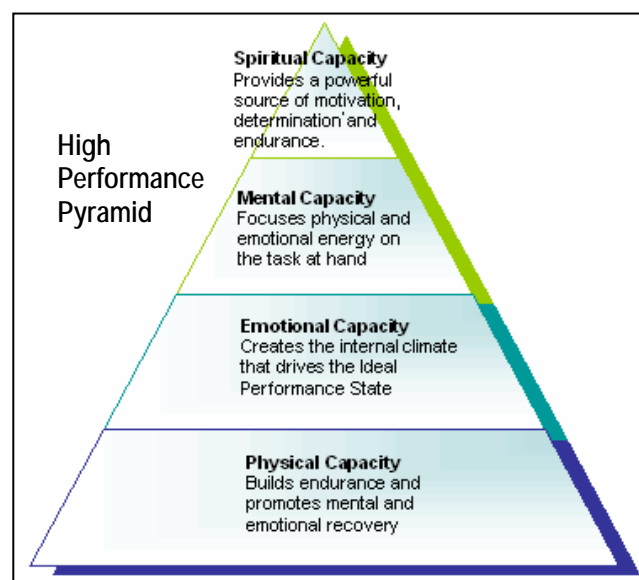
High performance in business is no longer a matter of technical excellence. Business relies on people doing things to achieve goals, and for people to do things excellently requires them to feel engaged, motivated and focused as well as knowledgeable about what they are doing. A seemingly simple statement is loaded with the challenge of being human.

Executive coaching is not remedial. In today's organisations, the growing need is for the development of effective and appropriate power and responsibility within each individual. Coaching is fundamentally about self-empowerment. Essentially, it's the intangibles which create profoundly inspirational people: managing our emotions, seeing and accepting ourselves from all angles, balancing work and home life, overcoming fear, learning to communicate with maturity and finding courage to try new ways of thinking and behaving, whilst dealing with constant change and apparent lack of time. Beyond the jargon, lies a new definition of power, collaboration, and trust - within and without.

"I absolutely believe that people, unless coached, never reach their maximum capabilities." *Bob Nardelli, CEO, Home Depot*

Business Athletes: At Xenergie, we liken the business leadership journey to that of a world-class athlete in training. Today's corporate athlete requires a balance of four inner dimensions of stamina and resource – mental, emotional, physical, and spiritual - in equal proportions to stay the distance and shine above the rest. Just like a world-class athlete, a high performing executive also needs to train in the same systematic, multi-level way that addresses these four foundations.

This is the role of executive coaching – to explore and develop these dimensions with the coachee, in a safe and confidential space, so that he or she can experiment with new ways of thinking and behaving. The result is faster integration of learning – beyond the theory - into practice.



Xenergie has developed a **solid coaching model** incorporating 360 feedback and assessments to draw an accurate picture of a coachee's development, an adaptive coaching approach which matches coach style to coachee learning style and structured assignments and quantifiable measurement tools, which gauge executives against norms taken from a database of over 200,000 Fortune 1000 company executives globally. Assessment tools include peer interviews and psychometric instruments such as Myers Briggs and Belbin Team Roles and instruments to measure impact in leadership, coaching, influence, and sales skills.

- ✓ **First 100 Days –New Managers**
- ✓ **Grooming for Promotion**
- ✓ **Women's Leadership**
- ✓ **Focused Coaching**
- ✓ **Personal Branding**
- ✓ **Impact Coaching**
- ✓ **Creativity & Innovation**
- ✓ **Leadership of Change**
- ✓ **Work-Life Balance**

A Structured 7 Stage Process: Typically, a coaching programme runs in seven stages: (a) initial needs analysis and coachability assessment (b) contracting (c) data gathering - recognition of strengths and drivers with the help of psychometrics (d) personal development plan/specific goal setting (e) coaching sessions (f) measuring and reporting results (g) transitioning to longer-term development effort for the executive.

Reflecting for Success: Reflection and feedback are the pivots around which an executive coaching programme moves. Through regular reflection, we can all deepen internal resourcefulness and innovation by accessing parts of the brain that are not accessible when we are stressed or caught up in daily 'doing'. Learning 'to be' is a skill in itself. Through feedback and sharing dialogue, we reach create mirrors and metaphors which lead to new understandings and increase learning.

Coachability Factor: not everyone is coachable. For assignments to be successful, it is

important that coachees want to grow and are open to feedback. We use a scale of seven factors to assess coaches at the beginning of an assignment and to help decide which executives will best benefit. We will be clear with you if we feel that an executive is not ready for coaching.

How can Coaching Help?

- ❑ Drive Top Team Performance
- ❑ Groom high potential managers for promotion or help new managers succeed
- ❑ Breaking 'glass ceilings' for women managers
- ❑ Increase personal impact, presentation and confidence (personal branding)
- ❑ Develop boardroom influencing skills
- ❑ Improve decision making and personal effectiveness
- ❑ Develop Divergent thinking for innovation
- ❑ Empower Change Activists who want to influence culture change
- ❑ Increase emotional intelligence and coaching-style management
- ❑ Increase sales and business development
- ❑ Orient cultural awareness: adjusting to Living in Ireland or develop communication and diplomacy in those who need to work across cultures

"I never cease to be amazed at the power of the coaching process to draw out the skills or talent that was previously hidden within an individual, and which invariably finds a way to solve a problem previously thought unsolvable."

*John Russell, Managing Dir.,
Harley-Davidson Europe Ltd.*

Who are the main targeted participants in this programme? Managers and business leaders who want to lead and inspire others rather than manage through hierarchical control. Just over six out of ten respondents in CIPD 2007 Learning and development survey reported that they now use coaching in their organisations. Of these just over 50% say that their organisation sees coaching as a 'permanent style' of management and 73% of respondents expect to see coaching by line managers increase in the next few years. The programme is also very successful at encourage more women to enter senior management positions.

Programmes are multi-disciplinary in order to build stamina across four dimensions and may include creative thinking, physical fitness, work-life balance, voice coaching, image, and personal branding guidance to support the common foundations of behavioural and interpersonal awareness, personal organisation, self-expression, relaxation skills, and inner resourcefulness.

Group Coaching: Where a team or group need to grow together, for example with managing a project, Xenergie provides specific team coaching, using the **Belbin Team Roles** model. Belbin Team Roles are used by 40% of the UK's top companies, the United Nations and World Bank to increase team performance. As the **main accredited agent for Belbin in Ireland**, Xenergie has a wealth of resources to offer in this area including collaboration with the world's top expert in this arena.

Coaching-Style Management Skills: We also offer a consultancy and education programme for rolling out coaching style management within organisations, where internal or external coaches may be trained. The benefits of introducing coaching style cultures are predominantly increased employee engagement and better relations, more effective shared thinking skills and greater awareness amongst all employees. Xenergie also provides **supervision for internal coaches** to help ensure objectivity and best practice in internal programmes.

99% organisations agree, "Coaching can deliver tangible benefits both to individuals and organisations" (source CIPD 2004)

To sharpen leadership skills of high potential individuals (chosen by 86% of organisations)

To correct management behaviour problems (72%)

To ensure the success of newly promoted managers (64%)

To correct employee relations problems (59%)

To provide technical people with management and leadership skills (58%)

About Xenergie: Xenergie was founded in 2001 and is based in Galway, Republic of Ireland. The company is owned and managed by Lorna McDowell and Bernard Chanliou and supported by an administration team and a network of close associates who are based around Ireland, the UK and Europe. Xenergie combines behavioural coaching with real life business and management experience in business. We have a solid seven-year track record and a client list that ranges from leading blue chip corporates to smaller businesses and individuals for whom we have delivered innovative and exciting learning. Xenergie executive coaches are highly experienced, **accredited, qualified, and supervised** professionally.

Internationally, Xenergie is linked with the Lore International Institute, one of the world's largest global coaching groups, for whom we provide training and education for clients who rate in the Fortune 100 listing. We are also the main partner in Ireland for the Belbin Team Role methodology, through our link with CERT Consultancy/ Belbin Associates UK.

Call Bernard Chanliou at Xenergie on 091 782826 or info@xenergie.com for more information and an exploratory discussion. More at www.xenergie.com

