

SERVICE

Coaching for Transformational Change

We have made Coaching central to how we run Berkeley

A coaching ethos has always been part of our business model. Our naturally collaborative approach has not only helped teams and organisations achieve their goals, but has enabled individuals to grow and achieve theirs; we are consistently told this is a key differentiator that sets us apart from other consulting firms.

We have made significant investment in building professional coaching skills within our firm. The majority of our partners, and some of our most experienced consultants have completed or are undertaking the Meyler Campbell Business Coach Programme, an award winning and professionally accredited 18 month course offering an excellent mix of academic and practice based learning. Berkeley also continues to invest in our coaches ongoing professional development and supervision to ensure our business coaching skills continue to help us to build trust and nurture high calibre people - whether internally to aid personal development or as an additional service for our clients.

The experience has been so positive for us, that within Berkeley we have fully integrated coaching techniques into our core personal development and performance management processes, and we use it extensively to help our consultant team deliver more effectively in their day to day work with clients. This approach has delivered excellent results for individual consultants, for the firm as whole, and for our clients.

Coaching and the Benefits for Clients

Outside of Berkeley we have provided coaching for many Berkeley clients as well as contacts drawn from our wider network of business relationships. This has included senior executive positions (e.g. CEOs, CIOs, COOs...), transformation leaders (e.g. Heads of Change, Programme Directors, Programme Managers...), as well as less experienced but 'high potential' staff.

Our external coaching clients tell us that they have benefited from a tremendous personal development and performance 'boost' that has helped them break through to new levels of confidence and capability. The feedback we have received has been generous and unanimously positive.

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Richard Marsden
Partner



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What Coaching Clients have said

“The end result was that I was empowered and changed my mind-set”

“..a safe space to think things through as well as create a clear plan of action in response to feedback on how Board level colleagues perceive my area”

“..switched well between non directive to advisory which I found very beneficial. The session really motivated me to act on what was discussed”

“Exploring the risks in the project created some anxiety for me. On reflection I had found my confidence in the project (and likewise my own mood) cycling through peaks and troughs. Through the session all of my concerns (and some new ones) were exposed. It took me a couple of days to process these and work through some actions to address them. The ultimate outcome was positive and I was able to explore potential blind spots enabling me to be more in control and proactive”

“I took immediate action from the session, and the recruitment of the FD has been done in a different way, with involvement from the wider team. It really helped me reflect on our recruitment processes. Really useful. It was great to have some time and space to work this through, and I came up with a set of actions at the end that have proved incredibly useful”

“The session was quite an uncomfortable one for me but in a constructive way, because I felt that we discussed some of the areas that are central to the challenges that I want to overcome in order to move forward as a leader/influencer. It feels very exposing/raw to openly discuss these areas of weakness and requires a lot of trust, but I believe this level of openness will allow me to meet the areas of development “head on” and remain focused about how to genuinely achieve a step change in how I approach my work.”

“I was asked all the right questions to really help me assess the options and position. It was fantastic to have a safe space to talk it through at length and in confidence”

What makes Berkeley’s Coaching approach so effective?

Berkeley coaches combine non-directive coaching techniques with rich consulting experience built up from decades working across a wide range of business sectors, organisations, and challenging situations.

- All Berkeley coaches:
 - are either partners or highly experienced consultants bringing an average of 25 years’ experience
 - have themselves shaped and delivered some of our clients’ most complex transformational change

- have personal experience in senior leadership roles dealing with periods of intense pressure, with complex situations and with highly challenging individual and stakeholder dynamics
- have personally experienced the benefits of being coached.
- Our approach is personalised and non-formulaic – our coaching support is tailored completely to the individual’s unique context, leadership challenges and goals.
- We are able to offer a powerful and complementary blend of non-directive coaching techniques, consultancy skills and broad-based personal experience.

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When can Coaching be an effective tool?

Coaching can be effective in a wide range of situations. There may be a particular trigger - such as the start of a new and challenging role, when struggling with an underperforming team, or when responding to a tricky piece of feedback - but there doesn't have to be. The "Coaching Stories" below are some practical examples of where people have experienced tangible benefits.

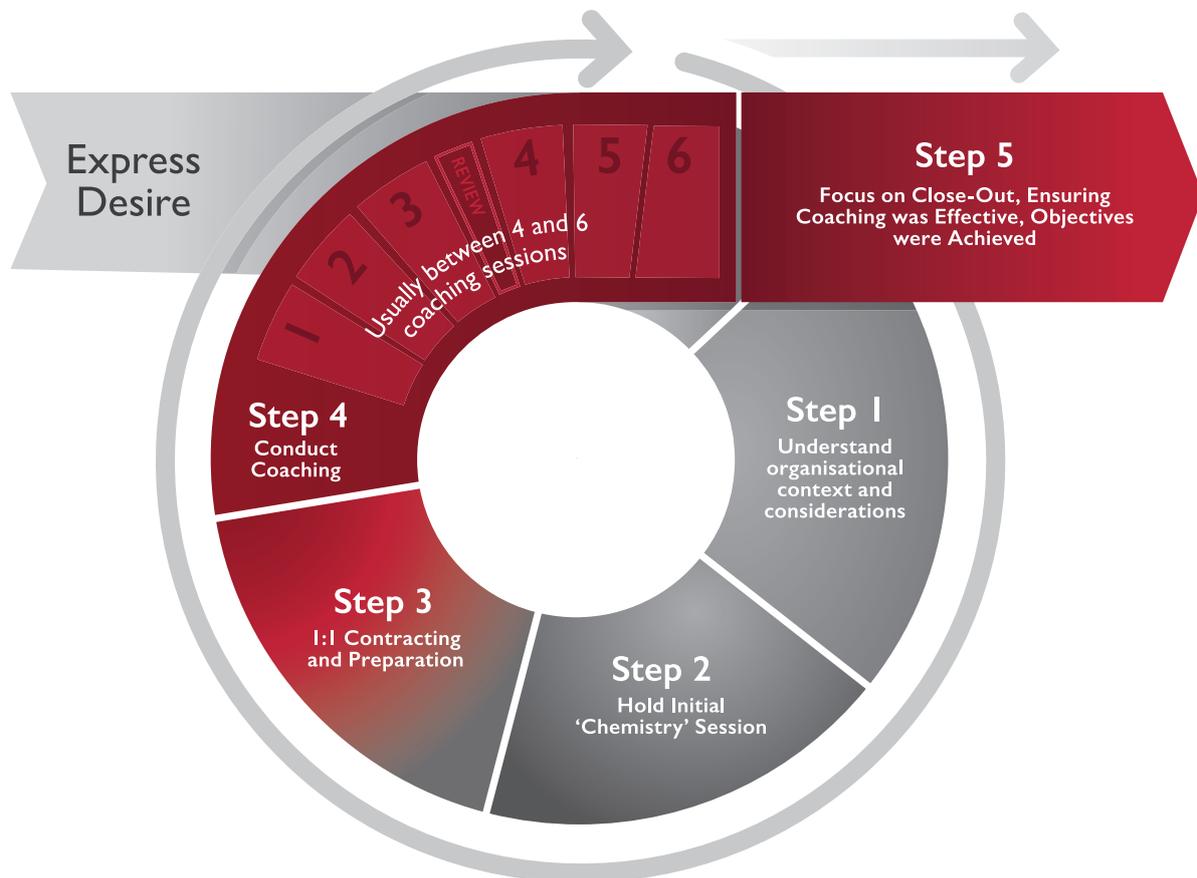
Scenario/Topic	Use of coaching
<p><i>"My exec management team was just not functioning as it needed to. I found myself hugely overworked and having to dive constantly too deep into the detail"</i></p> <p>CEO</p>	<p><i>"Coaching was used to explore the root causes behind the underperformance of my executive team. We 'unpacked' this into a combination of factors covering my personal style and preferences, the capability of my key executives, and levels of trust across the team. Renewed clarity enabled me to tackle each factor in turn, quickly, and to great effect. I became a better CEO."</i></p>
<p><i>"The previous Chief Exec had recently left and I had been appointed as an interim in his place. I had a new Chair and several new board members to develop relationships with, and had to establish a new leadership team to move the organisation forward."</i></p> <p>Interim CEO</p>	<p><i>"The coaching sessions provided me with a confidential, safe way of exploring things I couldn't discuss with anyone else – in my leadership team, or on my board. It's been a really useful part of the rhythm of preparing for board meetings, and thinking through what each of my stakeholders will be looking for. I've now been confirmed in my new post, and have established a solid Leadership Team with firm plans for the year ahead."</i></p>
<p><i>"I'm excited to have been picked to lead this strategic transformation programme, but this type of challenge is completely new to me. I feel exhilarated and petrified at the same time!"</i></p> <p>Senior Commercial Manager</p>	<p><i>"Coaching was used to tackle a variety of challenges linked to my new role. It helped me establish a completely different type of relationship with my boss and with my peers as I moved from the line into a full time project role. It also helped me deal with a lot of uncertainty/ anxiety as the programme took shape, and to navigate some difficult but critical early decision taking."</i></p>
<p><i>"An area for development had been raised consistently over a number of annual appraisals, but I was still not clear exactly what was being highlighted or how to change."</i></p> <p>Senior Manager</p>	<p><i>"Coaching helped me to explore the development feedback and to really clarify what was being looked for. With my permission, my coach had discussions with a number of my colleagues, managers and reports, and brought back some enlightening feedback that we could work on together in a safe environment. This helped me to crystallise a plan of action that is making a real difference."</i></p>
<p><i>"I am energetic and ambitious! I want to be clear on what I want to be known for and then develop a plan for how I go about building my "brand" and profile within the business?"</i></p> <p>'High-Potential' Manager</p>	<p><i>"Coaching helped me explore my strengths and areas for development in depth. It also helped me to get the balance right between allowing my profile and reputation to build naturally by doing a great job in the right way, as opposed to over self-promoting. With this clear in my mind I was able to work with the coach to develop a considered plan of action."</i></p>
<p><i>"In order to progress to the next stage of my career, I needed to raise my profile and impact with Directors in the company. I had made some efforts myself but I could still feel myself 'hanging back' at key opportunities. Having never been coached, my boss suggested I try this to help"</i></p> <p>FTSE 100 Company Department Head</p>	<p><i>"In exploring this during coaching, we focussed on some deeper seated reasons why I was being unusually hesitant – within my department and team I'm seen as confident and proactive. Coaching helped me to develop a framework to communicate with the Directors and be more confident in discussing wider business issues. I also realised I couldn't see a clear career path in the company which was de-motivating me. Coaching helped to clarify this and has provided the motivation and confidence boost to move things forward."</i></p>

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How does it work?

The coaching process can appear deceptively simple. It is, after all, essentially a series of structured discussions between two people working to achieve a breakthrough in the coachee's personal development and performance. As is often the case

though, the quality of the results is highly dependent on good preparation and set up. We use the following five step approach to ensure that our coaching clients achieve the best possible results from their investment in the process.



Step 1
Understand organisational context and considerations

Where relevant, meet with coaching sponsor to understand context, and to agree focus areas and priorities

Agree a 'coaching contract' covering confidentiality, reporting requirements, feedback requirements and processes

Agree logistics such as the duration of coaching sessions, the proposed number of sessions and budgets.

Step 2
Hold Initial 'Chemistry' Session

Coach and coachee explore how coaching would work in practice and to ensure there is sufficient 'chemistry' for the relationship to work.

Getting the 'Chemistry' right is crucial. The coachee needs to be engaged and receptive and there needs to be a high degree of initial trust and rapport.

Step 3
I:I Contracting and Preparation

Coachee and Coach 'contract' with each other I:I

- discuss the likely coaching topics and initial priorities
- agree the session length, frequency and number
- formalise how confidentiality and feedback will work
- agree supporting activities and inputs (e.g. stakeholder/ direct report meetings, use of 360s, MBTI etc.).

Step 4
Conduct Coaching and Review Periodically

Length – most sessions last 1½ hours

Frequency – this will depend on the focus of the coaching, but typically sessions will be every 3 to 6 weeks

Number of sessions – a series of 6 works well with a check-point after 3 to confirm value and to allow 'fine tuning'.

Step 5
Focus on Close-Out, Ensuring Effectiveness, and Objectives were Achieved

Coach and coachee review effectiveness of each session with structured feedback at the midpoint and on closeout

Where relevant, coach periodically reviews progress with sponsor, often held as a 3-way discussion with the coachee

Crucial that agreed confidentiality boundaries are respected

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Example Berkeley Coaches

The table below provides a cross section of some of the business coaches that Berkeley can offer:

Richard Pavesi (Partner)

28 years' experience

Meyler Campbell qualified and WABC certified executive coach with strong experience in energy, commodity trading and financial services.

Richard specialises in delivery assurance reviews of £multi-million complex projects and Programmes, and is often asked to drive or oversee 'turnaround/crisis' interventions. Richard particularly enjoys coaching people who are out of their comfort zones in 'stretch roles'.



Stuart Greenwood (Experienced Consultant)

16 years' experience

TPC Leadership qualified executive coach and a member of the EMCC. Stuart manages the development of our coaching capability at Berkeley.

Stuart has worked with board level executives in small & mid-cap listed businesses to define their IT and operational strategies, and lead their most critical transformation projects. Stuart enjoys employing a 'strengths-based' approach to executive and leadership team coaching.



Fiona O'Reilly (Experienced Consultant)

18 years' experience

Meyler Campbell qualified and WABC certified executive coach with strong experience of change management through transforming operations and culture of FTSE 100/Dow 100 companies.

Through coaching, Fiona has helped individuals be at their most effective in dealing with the most critical and complex challenges facing them as individuals as well as those facing their respective organisations and boards.



Richard Marsden (Partner)

21 years' experience

Meyler Campbell qualified executive coach, currently with responsibility for the development of our coaching capability at Berkeley.

Richard works across a wide variety of industry sectors and clients, from healthcare and FS to utilities and manufacturing. Richard has coached executives from the private sector, the NHS and the voluntary sector on a variety of personal development challenges and significant career decision points.



Mark Stafford (Partner)

22 years' experience

Meyler Campbell qualified executive coach with strong experience of shaping and leading change within NHS organisations.

Mark has coached a number of NHS chief executives and has particular strengths in helping to achieve effective stakeholder relationships within a team and across the health economy.



Dave Machin (Partner)

22 years' experience

Meyler Campbell qualified and WABC certified executive coach with strong experience of leading delivery of complex technology-enabled change within FTSE 100 organisations.

Dave brings his pragmatic, high energy style into coaching senior executives and leaders in sectors including Finance, Professional Services, Marketing and Technology.



Mark Fearn (Partner)

30 years' experience

Meyler Campbell qualified and WABC certified executive coach and a member of the Leaders in Residence Programme at Leeds University Business School.

Mark combines 30 years of consultancy experience with interim director roles in a variety of sectors to bring a breadth of perspective. He has coached directors and senior managers in global organisations through to working with entrepreneurs in start-up businesses.



Simon Close (Partner)

25 years' experience

Meyler Campbell qualified and WABC certified executive coach who brings deep stakeholder management capability, working with boards and executive teams to drive alignment and consensus.

Simon has worked across a range of sectors including Financial Services, Energy and Health and has particular experience of bringing coaching principles into a team coaching environment.

