

### Information on Scatterlinks' Executive Development & Coaching program

One of the main objectives of Scatterlinks' offering to clients is the enablement of better effectiveness in individuals, teams and enterprises. Simply put – ***we assist you in becoming the best version of yourself.***

Executive Coaching is one of the key enablers for that effectiveness.

If you are considering Executive Coaching for yourself - or your team members - then you may well have a lot of questions about it. Even if you've been through a coaching experience before, it's important to understand how the Scatterlinks Executive Coaching program, using an accredited coach and the Integral Coaching® process, seeks to differentiate itself from many other forms of coaching.

To that end, set out below is a list of answers to a number of things about our coaching and our approach that you may well be wondering about.

#### WHAT IS EXECUTIVE COACHING?

Executive Coaching is a skillful methodology for that enables executives to become more effective and fulfilled – both as leaders in a work environment and as individuals outside of their work.

Maybe the best description of effective executive coaching we have come across is as follows:

*Coaching is the art of facilitating the performance, learning and self-development of another.*

It involves the person being coached (the 'player') undertaking a journey with their coach that leads them to a number of targeted learnings and the development of an increasing competence in those things which lie at the root of what is causing the player's current 'stuckness' or ineffectiveness. One of the key ways in which this is done is through enabling a player to notice how their 'way of being' enhances or hinders what they want to accomplish.

Executive Coaching does not just have to address a challenge you are facing in the workplace. It readily addresses the entire aspect of your relationship with yourself and with others in any environment.

#### IN WHAT WAYS IS IT DIFFERENT?

Coaching in its purest sense is not mentoring, nor is it the giving of consulting-style advice.

However, mentoring and advice are indeed services that Scatterlinks offers to clients – in our 'Executive Wingman' program – but, whilst the Wingman program includes coaching, and a coaching approach to mentoring, it goes beyond the bounds of classical coaching we're talking about here. (If you feel that this hybrid program suits your needs better then please visit the Scatterlinks website and the document "Executive Wingman – Scatterlinks" for more info on this)

In Integral Coaching® we like to emphasize that we don't coach 'the issue' but rather we coach 'the person' – or more precisely, we coach 'what it is about the person and his/her view of the world that makes this an issue for them'. Because this treats the *cause* and not just the *symptom* of the presenting issue (which a lot of "performance coaching" programs might address) we are confident that Scatterlinks' use of the Integral Coaching® methodology produces deeper, sustainable and more impactful outcomes.

Scatterlinks (in association with The Katala Partnership)

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## **HOW IS INTEGRAL COACHING® DIFFERENT FROM OTHER MODELS OF COACHING?**

Integral coaching® takes a holistic approach to one's personal and professional development by taking into account the mental, physical, emotional and spiritual aspects of a client – ensuring that true insights arise and enabling lasting growth to emerge.

Integral coaching® was developed by New Ventures West in the USA and is applied in the coaching accreditation programs given by the 'Centre for Coaching' at the UCT Graduate School of Business in South Africa.

Other forms of coaching may only focus on one aspect of a person or their context - e.g. one's career or just on the current issue at hand (e.g.: not delegating effectively) and in working on that area alone - in isolation of the foundational causal factors – one is not assured of improving matters in an enduring way.

## **WHY IS USING AN ACCREDITED COACH IMPORTANT?**

Coaching is still an emerging industry or profession and therefore it still lacks degrees of standardisation and professionalism. There are a lot of people who operate as coaches with varying degrees of rigour, methodologies and professionalism.

Using an International Coaching Federation (ICF) accredited coach ensures that the client is engaging with a coach who has been through an internationally recognised coaching certification program of a high quality – and sets practicing professional coaches apart from chancers who might be operating in a largely unregulated industry.

## **WHAT HAPPENS DURING A COACHING SESSION?**

It is perhaps easier to start with what does not happen: you will not get advice; you will not be given a solution; you will not be told what to do; you will not receive specific suggestions on what to do. (NB: Sometimes these occur in Scatterlinks' Executive Wingman program – but not in this Executive Coaching program)

What will happen is that your coach will work with you in a specific way so that you develop the insights necessary to see new possibilities that you were previously unaware of.

Once you have seen the situation in the light of these new possibilities, your coach will work with you to develop self-observations and practices that will enable you to build your competence such that you can find the solution to or resolve your challenge or problem yourself. Your coach may also give you occasional one-off exercises to do or suggest particular readings as part of the work you undertake on the coaching program.

As such, your coach guides you through a process of targeted self-learning.

## **WHAT IS A 'SELF-OBSERVATION'?**

A self-observation is where we start helping you build better self-awareness – or rather, your ability to observe yourself (and catch yourself) in the moment, whilst in action. A very simple example might be to notice, in the interaction you have with others over the next month, how often you speak-up or speak-out in comparison to others. Your coach would ask you to jot this down and to reflect on this at the end of each day, but NOT to take any action. Just to observe your habitual behaviour when it comes to speaking.

This is followed by a process of reflection on the observations leading the player to notice patterns, causes, problems etc. and then determine ways to adjust behaviour for better outcomes in future.

### **WHAT IS A 'PRACTICE'?**

A practice is a small exercise grounded in habitual behaviours, which is designed to enable you to practice some new skill or competence. e. g., a 'sitting practice' is designed to develop your ability to sit still for a while every day, to become more mindful of your body and to just stop for a while. i.e.: to become more 'present' and attuned to your self.

### **HOW WOULD YOU GO ABOUT COACHING ME?**

In some respects the power of coaching lies in its simplicity:- An integral coach® would explore your current situation, your way of being in the world, and what it is you seem to be stuck on or struggling with that is getting in the way of your effectiveness or and would have a dialogue with you around what you wish the outcomes of the Executive Coaching program to be. These outcomes need to be clearly articulated and agreed upon by both coach and player. Once this is done, work starts on the way in which these outcomes can be reached.

### **HOW LONG DO I NEED COACHING FOR?**

The recommended minimum time is at least 6-9 months but many people choose to work with their coach for a year or sometime longer. Ideally, the length of your Executive Coaching program depends on the depth and complexity of the challenges you wish to work on. A minimum of 6 months is recommended to develop, for example, a new competence such as building your competency to be more effective at handling performance assessment sessions. A longer period of 12 months or more is required for addressing issues of fundamental change such as addressing your life-purpose.

### **WHAT IF I FIND I NEED A COACH FOR LONGER THAN A YEAR?**

If you are experiencing a particularly turbulent or challenging time in your life or career, then you might well need a coach for 12 – 18 or even 24 months. But if, after 24 months you find you are still feeling the need for a coach, you might wish to ask yourself if there is a chance that you are becoming too dependent on your coach.

This could happen if, for example, you find that you're needing more than just coaching i.e.: some mentoring or consulting as well. In this case you should be using Scatterlinks' "Executive Wingman" which offers a broader scope of support than just coaching.

### **WHAT WOULD A COACHING INTERVENTION FOR ME LOOK LIKE?**

Most South African coaches prefer face-to-face coaching, with one session every two weeks for a minimum of 6 months but typically around 12 months. Each session lasts about one to one-and-a-half hours depending on need and availability. Sessions are typically done at a venue that is convenient for both parties. Often players are happy to meet somewhere at their place of work for most efficient use of time. For those clients living further away, one can mix telephonic and face-to-face coaching, and for more remote and international clients, coaches do all sessions telephonically, barring the first one or two, which are face to face.

### **WHY WOULD YOU INSIST ON MEETING YOUR CLIENTS?**

We believe that it is important to have at least established a personal chemistry between coach and the player, as well as a visual image of the client to work off for the remainder of the program.

### **HOW DO I KNOW IF I'M READY TO BE COACHED?**

Only you can decide if you are ready to be coached. You have to want to do this, because your coach is going to need to ask you to apply your attention to areas of your life which you may have ignored or avoided in the past. Ideally, you are ready to be coached if you are curious about yourself and your relationship with the world around you; curious about how you learn, grow and develop; curious about how you might make the most of what you have and what you can be. Most importantly, you need to be open to new thoughts, concepts, feelings, ideas and possibilities in all areas of your life.

### **WHAT TIME COMMITMENTS DOES THIS INVOLVE?**

Besides the fortnightly sessions with your coach you're likely to agree on a coaching program (of self-observations / practices etc.) that may involve 30 minutes or so a day or every other day (not all at one time though) – sometimes more. You will need to prioritise your commitments to give your coaching program the chance to deliver the benefits that you are aiming for.

On a physical and emotional level you also need to realise that coaching can be emotionally and spiritually draining at times. Ideally you should have the physical and emotional space available to be able to invest time and energy into your coaching program. However, a great sage once said "Meaningful life begins at the frontier of your comfort zone" – so it's in these spaces that you'll get the highest long-term reward.

### **WHAT WOULD MAKE IT WORTH MY WHILE TO INVEST BOTH TIME AND MONEY IN COACHING?**

You will sit down with your coach and agree on what the desired outcomes of your coaching program are. Whilst you might initially start off with a fairly generic notion such as "I want to improve my relationships", your coach will assist you to boil this down into observable behaviours so that you can both recognize when this outcome has been achieved. For example, the comment above might be broken down into 'outcomes areas' such as:

- I will reduce conflict levels with my line manager
- I will participate constructively with my team
- I will manage to express myself honestly but without offending others
- I will experience less conflict at home.

### **CAN ONE MEASURE THE SUCCESS OF A COACHING INTERVENTION?**

Yes – there are several ways of doing this. One way we like to do this is to encourage our clients to do a 360-degree appraisal at the start of the program (including using a very highly regarded set of tools from Human Synergistics). In some cases there may be valid 360-degree data available from the player's own company HR practices. This work not only provides an initial 'benchmarking', it also achieves the following:

- the coach gets a grounded view of how the client is seen and experienced by those around him;
- the coach and the client can identify additional strengths and development areas to work on;
- the coach is able to design a more grounded and comprehensive program.

One can then do the same 360-degree appraisal at the end of the coaching relationship, in order to find out if other people have noticed a change and how they feel about this.



### WHAT IS YOUR CODE OF ETHICS AS A COACH?

There is no universally accepted code of ethics for the coaching profession as yet. COMENSA (the coaching association in SA) has such a code that we subscribe to. In addition, as a member of the ICF, there is also a clearly articulated code of ethics to which all member coaches need to subscribe. All points are important in this Code, but the one which most clients are concerned about is that of confidentiality. We take confidentiality extremely seriously. It is the bedrock of a successful professional coaching practice. In essence our commitment to confidentiality is effectively the same as in the code of ethics for the psychology profession.

### ON COACHING ASSIGNMENTS, WHO DO YOU CONSIDER TO BE YOUR CLIENT?

Having us a coach in a business context means that there are typically two clients – the organisation (typically represented by the line-manager authorising the payment for the program costs) and the player themselves.

Nonetheless, the primary focus is on the player – and as such, nothing about the coaching relationship is revealed to the player’s organisation that has not been understood and agreed to by the player.

However, the line-manager is clearly entitled to take an interest in, and get feedback on, progress etc. so that he /she can be mindful of improvements - because they have a responsibility to ensure that the intervention benefits the organisation as well as the player.

In any event, this ‘dual client’ relationship is always handled with respect and transparency.

### WHAT WOULD MAKE YOU TURN DOWN A COACHING ASSIGNMENT?

We might turn down an assignment, for the following reasons:-

- Where the player is not ready for, or open to, coaching.
- Any assignment where it is felt that the organisation expects an inappropriate level of disclosure or discussion with regards to the player.
- Any coaching assignment where the player is not engaging adequately with the process.

### DESCRIBE A BEST CLIENT EXPERIENCE?

Each client is special and one shares wonderful moments. The best experiences arise when people achieve subsequent successes that exceed their own and others expectations – dramatically!

Here is a great example of a success story from a coach at the UCT Centre for Coaching :- *“One memorable case involved a time when I was working with a senior executive who was an extremely driven, technical, impatient, Alpha Male type. Nevertheless, he decided to throw himself fully into the coaching process. Any practice, observation, reading or task that we agreed to, he did meticulously in the fullest possible way. His insights came to him thick and fast – every session with him was a revelation for both of us. Whole new worlds opened up for him in his personal life, his family relationships, work relationships, team buy-in, and his relationships with his Board improved dramatically. So much so, that he was offered a promotion and international transfer with the comment that they could not consider him previously for this because of his non-existent EQ.”*

### WHAT IS THE MOST PREFERRED COACHING CONTEXT OR SITUATION?

Each situation is unique. Often the presenting issue or reason for coaching is not the actual one. The most preferred is the situation is where the player engages 100% with the process, no matter what the context.

**WHAT IS THE LEAST PREFERRED COACHING CONTEXT OR SITUATION?**

The least preferred is when the player is sent for coaching because, for example, it might be part of an organisational change program, but they don't really want to do it and do not engage with the process in any way – they don't do the things they commit to.

**WHAT DOES IT COST?**

We consider that the Executive Coaching and the Executive Wingman programs are some of the most important investments an organisation or individual can make in their 'human capital'. Our fees recognise that and also relate to the degree of seniority of the executive in the enterprise and the length of the agreed program.

In order to align our interests with yours, a portion of the total fee payable will only be payable in proportion to the extent by which the player and the sponsor believe that their expectations were met or not by the program.

Once you've decided that you're ready to undertake this journey (or maybe the Executive Wingman program instead) we'll be happy to discuss these details further.