

ASK[®]

EXECUTIVE COACHING

enhancing business success



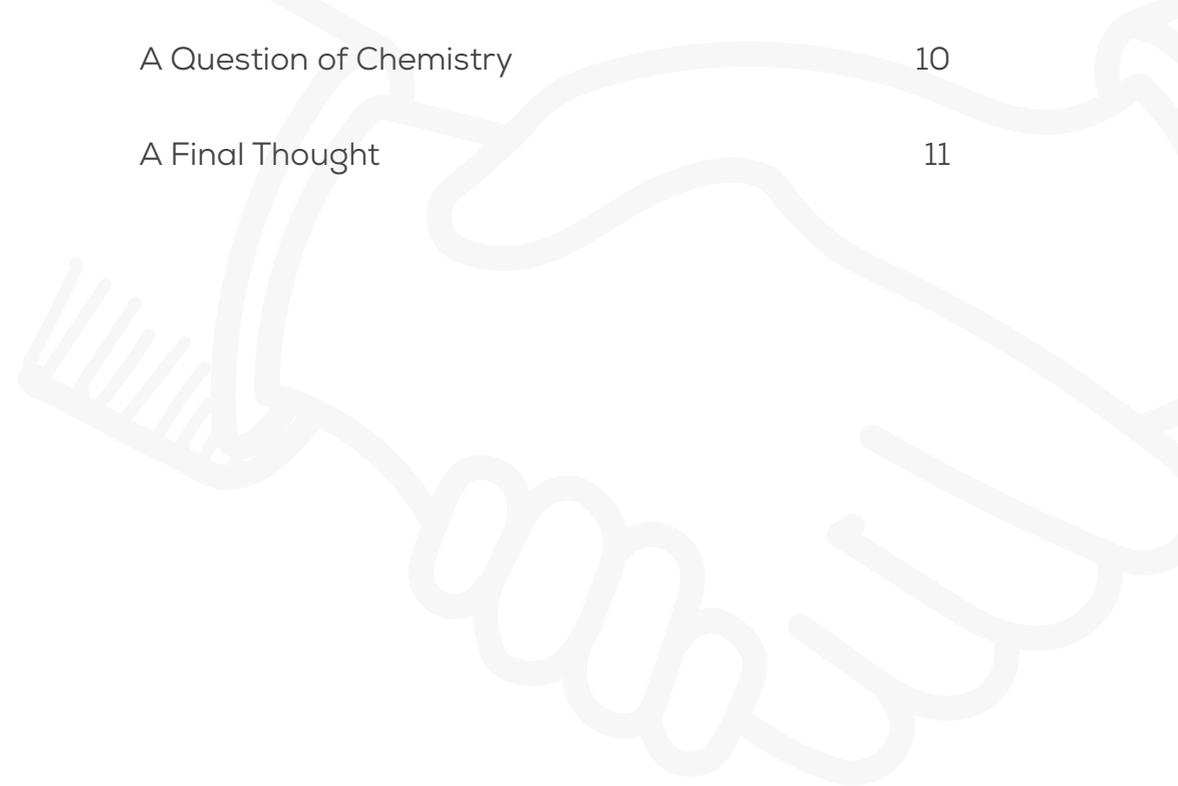
**UNASHAMEDLY
BUSINESS
PASSIONATELY
PEOPLE**

“A manager is a title, it does not guarantee success. Coaching is an action, not a title, and actions will result in successes.”

CATHERINE PULSIFER

TABLE OF CONTENTS

What is Coaching?	4
The ASK® Approach to Coaching	6
ASK® Professional Coaches	7
How it Works	8
A Question of Chemistry	10
A Final Thought	11



WHAT IS COACHING?

For many decades, top performers in sport and the creative arts have used the services of a coach to help them achieve at the very highest level. By comparison, the world of business has been slow to recognise coaching's enormous value, although economic uncertainty and complexity have increasingly propelled it to the forefront of organisations' talent management activities.

Senior leaders often face such pressing demands that they fail to find - or make - time to discuss the challenges or concerns of those they lead. As a result, high-fliers in business and commerce are increasingly appointing coaches to help them tackle complex problems, develop capabilities or face the specific challenges of new roles.

Coaching describes a series of *confidential* one-to-one conversations with a trusted outsider. They are typically focused on skills, knowledge and work performance but, unlike other development activities, they offer a personalised approach to meeting today's challenges while making time to prepare for tomorrow.

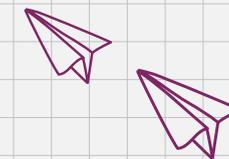
Freed from the constraints imposed by internal agendas, coaches contribute new insights and perspectives and a wholly non-partisan view, enabling leaders to bring greater self-awareness, confidence and balance to their decision-making.



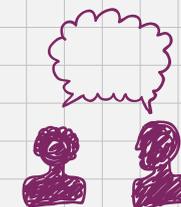
time to think...



room to breathe,



someone to listen.



THE ASK[®] APPROACH TO COACHING

For ASK[®], coaching is a process in which you work with an expert coach to explore your situation, review your behaviours, thoughts and ambitions, and enhance your individual and business performance.

Our coaching can be delivered either on a one-to-one basis or to a team of leaders, and should be co-ordinated with line managers to ensure you receive any necessary support for your development in the workplace.

A CONVERSATION BETWEEN EQUALS

We see coaching as a conversation about improving performance that enables work concerns, attitude, behaviour, aspirations and expectations to be addressed, leaving individuals better prepared to solve future problems faster and more effectively – adding greater value to the business.

Our coaches don't tell our clients what to do, or encourage them to go off on personal tangents. Instead, we help them enhance their chances of success in their current and future roles. In short, your ASK[®] coach will help you go 'from Good to Great'.

ASK[®] PROFESSIONAL COACHES

Every coach in our worldwide portfolio is affiliated to an internationally accredited coaching body, and committed to on-going coaching supervision: most hold Master's level qualifications. They also share significant operating experience at senior executive and board level in major organisations and a clear understanding of the business environment.

While they work in a variety of ways, drawing on different models and using different processes, we expect all our coaches to:

- help coachees articulate their vision and goals, and align them with those of their business
- enable coachees to discover insights into themselves and their behaviour
- empower coachees to act for themselves
- enthuse coachees to achieve their goals
- be 'coachable' themselves to ensure their own growth and development continue.



HOW IT WORKS



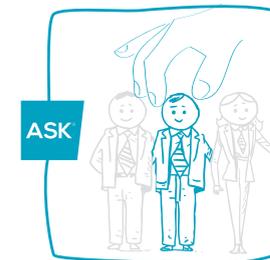
- Coachee identifies Coaching need



- ASK® recommends up to 3 Coach Profiles for Coachee to review
- Coachee chooses which Coach/es to meet for Chemistry meeting



- Chemistry meetings take place



- Coachee confirms Coach choice to ASK®

2



1



Line Manager

- First coaching session with Line Manager to agree objectives

3



- Review after 3rd session

5



4



- Coachee completes Evaluation Form and returns to ASK®

6



Coaching sessions



- Completion of Development Plan and review success after 6th session



A QUESTION OF CHEMISTRY

MATCHING COACH AND COACHEE

High-impact coaching depends on a positive relationship between coach and coachee that is based on 'chemistry' and mutual respect.

ASK® offers professional selection and matching processes that give comfort that the coachee will be provided with the best possible coach: one who is suitably experienced, qualified and supervised. We provide two options for the selection process:

- For one-off coaching requirements, usually at Senior Leader level, your Account Director will discuss with you the type of coaching required, the scope of the assignment, and background information on the coachee. We then provide a selection of coach biographies for the coachee to review, with the offer of 'chemistry interviews' to identify the best fit
- Where we provide a pool of coaches for a larger audience of coachees, we allow individuals to review the biographies of a broader selection from our extensive pool of coaches before we arrange 'chemistry calls'.

In all cases, our normal contractual terms allow a coachee to substitute another coach once during the life of a coaching assignment, in the unlikely event that the coach with whom they are originally matched is unsuitable for them.

A FINAL THOUGHT

Coaching is now recognised as the most powerful aid to accelerating executive performance yet devised. Research conducted by the Manchester Group with 100 senior executives in Fortune 100 companies revealed that, as a result of coaching:

- 77% reported improved relationships with their peers
- 67% reported improvements in teamwork
- 61% reported greater job satisfaction.

It's hardly surprising that, when asked, almost 100% of senior executives said they would welcome coaching to enhance their development. What is *not* clear is why less than half ever receive any.

Reasons offered to explain this paradox included pressure on time, lack of access to suitable coaches and an unease about confidentiality. Perhaps most worryingly, some executives associated the offer of coaching with the stigma of underperformance. If coaching was ever perceived as 'remedial', that view has now been dispelled.

Coaches are now commonplace in many of the most successful organisations in the world for the simple reason that coaching works.

Try it.



The personal development journey visits unexplored places, and sometimes it's better to coach than to train.

Why not call us and make a start?

ASK[®]

ASK Europe plc
Trent House
University Way
Cranfield Technology Park
Bedfordshire
MK43 0AN
United Kingdom

t: +44 (0)1234 75 75 75
e: hello@askeurope.com

askeurope.com