

awaken

a newsletter from valueU

September / October 2006



Welcome to “awaken”, the new bi-monthly newsletter from valueU, a coaching consultancy dedicated to getting the best out of your organisation, your people and you.

In every issue, we will highlight topics of interest in the world of organisational and personal development and encourage you to respond with comments and information on those areas that interest you.

Please send all comments to Sonia Gavira at sonia@valueu.com. I look forward to hearing from you.

Developing a Coaching Culture within Organisations

As organisations realised that the command and control style of management of the past did not create working environments where people grew, took responsibility and contributed creatively to the organisation, they started to look for other ways to manage.

With the global growth in coaching as an external management resource for personal development and to enhance training, organisations have increasingly started to adopt coaching as a way of managing internally. More and more companies are looking to create what they call a “coaching culture” within. But what is this? And how do you do it?

A coaching culture is one where managers believe that their staff have the resources internally to make the right decisions for the business and support and encourage them to do so. Where they help their people learn and develop in a very individualised way. This does in no way mean that there is never any direction given – where necessary there is – yet where people can be given leave to create their own solutions, this is encouraged.

In order for this to happen within an organisation, change has to happen at the very top first. This is not an initiative that can be lead from the bottom up. The person at the top of the organisation has to lead by example and create a mandate for change. A program can then be developed to include all layers of the organisation to provide not only the skills but also the change in beliefs necessary to make it work.

Too many organisations fail to achieve a “coaching culture” because they choose to provide a coaching skills course to all middle managers in the hope that this will work. This will give middle managers another tool to use, but will they be able to use it effectively if the organisation as a whole not only does not understand it but also does not support it?

In order to be successful the following steps should be considered:

- **The person at the top of the organisation and his or her team have to fully support the initiative and be able to lead by example by acquiring the skills and attitude to coach.**
- **Put together a tailored programme designed to communicate the change and teach the skills required at all levels of the organisation.**
- **Put together a team of coaches (internal and external) who can cater for the different needs at each level.**
- **Put together a supervision resource to include internal and external coaches to ensure that the quality is maintained and that there is a process of continuous improvement.**

ValueU in conjunction with Tracy Sinclair of Discover Your Potential, is carrying out research into coaching practices and developing coaching cultures within multinational organisations to find out what is currently best practice. If you would like to take part or find out more, please contact us at info@valueu.com

“I didn’t mean to say that...”

How many times have you said that or heard someone say that to you? Too many to count as far as I’m concerned! There are many times when the words we use don’t seem to convey the message we meant and yet is there something in the words we use that belie a subconscious state?

Many people come to me for coaching within organisations saying they want to be different or like someone else and that however much they try, they just can’t seem to change. NO WONDER! To be different you have to change who you are, undergo a personality transplant and even though you “don’t mean that” when you say it, your subconscious reads it as such and the change you want just doesn’t seem to happen. Try saying “I want to be able to behave in this way”. Now we are looking for a change in behaviour rather than personality. That is something we can do, as we are all able to learn and choose new behaviours.

So be careful with the words you use!!

More on changing behaviours in the next issue.

Development of High Potentials

It is becoming increasingly difficult to hold on to your best people. Why? Because there are always organisations out there looking for good people, willing to pay them more and give them more opportunities. Because people are increasingly looking for more than just a good salary. *So how do you make them stay?* One way is to offer them opportunities to grow professionally and personally using a very tailored approach. A mixture of:

- training
- coaching
- learning support groups
- action learning sets

will provide opportunities for your best people to grow personally and professionally into the top roles within your organisation.

And when it is time to let them go and try something else, do so gracefully. You never know who they will send to you.

Sonia Gavira is the owner and founder of valueU. She is a Member of the International Coaching Federation (ICF) and the Association for Coaching. Sonia holds an MBA from Ashridge and is an accredited NLP Coach. She is currently working towards PCC accreditation with the ICF.

New coaching course from valueU and Discover your Potential – Just be Present

Outstanding coaches have the ability to create a spontaneous relationship with their clients, employing a style that is open, flexible and confident.

This course is specifically designed for practising coaches (professional or in-house) who want to take their work to the next level of excellence.

The outcomes for this course are for the participants to be able to:

- Be present and flexible during the coaching process
- Access their own intuition and trust their inner knowing – “go with the gut”
- Be open to not knowing and take risks
- See many ways to work with the client, and choose in the moment what is most effective
- Use humour effectively to create lightness and energy
- Confidently shift perspectives and experiment with new possibilities for their own action
- Demonstrate confidence in working with strong emotions, self manage and not be overpowered or enmeshed by their client’s emotions

This challenging programme offers a variety of concepts and tools and also invites participants to explore a greater depth of self awareness that will greatly enhance their client work as well as support their own personal development.

The programme is highly experiential and allows for solid application of concepts introduced in order to promote a significant shift towards a true state of coaching presence.

For more details please contact us at info@valueu.com.

Next issue:

- New behaviours – how we can all increase our behavioural flexibility and what the advantages are.
- Cultural differences – a problem or an opportunity?
- Telephone coaching – the way forward for busy and international executives.
- Plus more information on the team at valueU

For more information visit us at www.valueu.com and contact Sonia at sonia@valueu.com