

## Service Snapshot: Coaching

Enabling the individual being coached to improve their performance and sustain that improvement over time.

### Challenge

There isn't anybody who can't benefit from a coach. Anyone who wants to improve their performance recognises this. All the world's best athletes, even though they are at the very top of their professions, have coaches.

Why? If they are already better than everyone else in the world, why do they think they need a coach? What can the coach tell them or show them?

But coaches don't have to be better than their client at what the client does; they don't have to know more; they don't have to have all the skills; and they don't have to have all the answers. What they have to do is help their client achieve a higher level of performance.

### Solution

Coaching is not therapy, it's not counselling and it's not consulting. Coaching is about helping people change in order to perform better. It's the client who changes, not the coach, and it's the client whose performance improves, not the coach's.

One of the core principles of behaviour change is that the start point for change is acknowledgement of current behaviour – i.e. understanding what one is doing, how that behaviour is perceived, and what its consequences are.

You can't improve your performance until you understand what you are currently doing and what its impact is. All good coaching begins there.

Coaching is not:

- Telling someone else to change unwanted actions.
- Giving tips and instructions about how to do things.
- Supporting someone else in reaching his or her goals.

Coaching is enabling someone to improve how they are doing something in both the short and long-term. It rests strongly on an AT ("Ask Them") approach to performance improvement, rather than a TT ("Tell Them") approach.

The coach's primary reason for being is to enable the individual being coached to improve their performance and sustain that improvement.

Coaching is a way of interacting with people that not only leaves them more competent, but also more satisfied with their work so that they are better able to contribute to their organization and able to find more meaning in their work.

### Benefits

The advantages of effective coaching are:

- Long-term excellent performance, the ability to self-correct and the ability to keep looking for and finding ways to perform better.
- The willingness and the ability to keep looking for, and finding ways to, perform better means that well-coached people are always looking for ways to do their job better. They practice more, they experiment on the job, they observe what others are doing, and they try to learn what will make a difference.
- Effective coaching results in people being able to produce more successful and effective performance repeatedly over a longer period of time.

## strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

### Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

### Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

### Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

### Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

### Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

### Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

### Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services