

Executive Coaching

Learn to Thrive as a Senior Leader



WHO IS EXECUTIVE COACHING FOR?

More recent examination of what is needed to produce great leadership has moved decidedly against the 'great leader' model – a perspective in which individuals are perceived, almost single-handedly, to drive organisations to success. In its place has emerged the 'post-heroic' concept of leadership where leaders are truly able to engage their staff and role model a way of leading which empowers their teams to lead too. This 'post-heroic' capability is particularly important at senior leadership levels. Executive coaching provides an effective mechanism to help leaders develop a wide range of these 'post-heroic' capabilities, including personal presence and resilience.

Executive coaching will be valuable to:

1. New directors who need to find their feet quickly
2. Aspirant directors preparing themselves for promotion
3. Established directors realising their current strategies and ways of working aren't having the potency they once did

STARR'S APPROACH TO EXECUTIVE COACHING

Coaching is a very powerful accelerator to enhance a leader's ability to perform their role more effectively through a heightened capacity to tap into their own personal resources as well as leveraging their existing skills and knowledge for greater impact.

Through coaching conversations, leaders become more self-aware of their beliefs, their assumptions and their unconscious patterns of thinking and feeling, some of which undoubtedly impinge on their current capacity to lead successfully.

With greater self-awareness, leaders can manage themselves and their responses to situations more effectively while demonstrating a much broader repertoire of leadership skills and capabilities, often combined with greater awareness of the systemic context in which they lead.

There is a spectrum of coaching approaches. At one end coaching tends to be focused on enhancing a leader's current performance allowing them to obtain more satisfactory outcomes to current challenges they face. This is performance coaching and this tends to be task or outcome centric. At the

other end of the coaching spectrum is developmental coaching which is more person focused than task focused.

From a developmental coaching perspective, the real performance breakthroughs (for senior leaders in particular), are about them engaging more fully with their 'way of being'. Many leaders have grown successfully through a combination of IQ and traditional learning interventions that develop skills and knowledge. However, in senior roles characterised by high uncertainty and complexity, their tried and tested capabilities of leadership often begin to falter and leaders can find themselves feeling impotent and 'lost'.

Developmental coaching is about engaging in a different coaching conversation with leaders, often around their letting go of their need to be heroic. Leadership (as distinct from managing more tasks at a higher level) seems to manifest itself from undertaking a more introspective journey of self-awareness. Reappraising how they make sense and give meaning to their leadership role leads them to greater personal presence and wisdom.

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In just two coaching sessions I've been able to completely reframe the situation I was facing and with new clarity, I have moved from not being clear what to do to fully addressing the situation I faced.

Director General Designate - Department of Work and Pensions

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“If you want things to be different, perhaps the answer is to become different yourself.” Norman Vicent Peale

OUTCOMES FROM EXECUTIVE COACHING

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Coaching isn't just about the coach imparting their insight; it's about helping me to find the solutions within. Baz made me think about why I do things and how I can do things differently. I realised a lot of my pressures were entirely self-inflicted. I now feel a more mature understanding of my own abilities and potential, and how I manage my own demands on myself.

Director of Finance

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Executive Coaching Outcomes:

- ☆ A greater level of self-confidence - an enhanced sense of 'being enough' for the demands of their leadership role, without needing to resort to 'heroics'
- ☆ More presence / gravitas - being more mindful and aware to act in the moment for greatest impact
- ☆ A new clarity by which they now see the situations they face
- ☆ A reduction in stress and greater resilience—to be able to bounce back from adversity and setbacks more gracefully
- ☆ An ability to display a broader repertoire of leadership skills
- ☆ A greater level of comfort with ambiguity and uncertainty
- ☆ That they are 'enough' for their roles and are not 'imposters' waiting to be unmasked
- ☆ A greater wisdom that leadership is as much a process dependent upon the willingness of followers to participate in that process with them
- ☆ An ability to hold others to account more fully or collaborate with others more fully
- ☆ Greater emotional intelligence - to be substantially more self-aware which leads to more effective self-management
- ☆ Better systems thinking - to see more clearly all the forces at play across the organisational landscape, thereby better informing the appropriate responses to events

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I got a huge amount out of our sessions. Baz really helped me to understand what I was feeling as a first-time Director, and to recognise what I just had to accept as part of the role and what I could change. We worked on some very practical steps I can take to improve my effectiveness, as well as starting out on some fascinating, longer term transformational work.

Deputy Chief Executive

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Baz listens intently and brought new ways of thinking about the leadership challenges I faced. Baz is insightful and challenging and gets to the heart of things quickly. He brings to the coaching relationship practical tools that help me to embed my personal learning from our coaching sessions. Many of the models that Baz left me with through the coaching sessions have become part of my own personal tool kit and are referenced when the going gets tough.

Director of Strategy

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Originally I was coached as part of an aspiring Chief Executive development programme. The coaching was one of the most beneficial parts and I have continued to work with Baz after the completion of the programme, given the way he challenges my thinking around the situations I face and from which new perspectives and courses of action emerge.”

Chief Executive

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WHO WE ARE



BAZ HARTNELL is a Master Coaching Practitioner and “leadership consultant.” Previously a director himself, he is able to give senior leaders both the hard skills to understand the context in which they lead and the soft skills to increase their impact and influence to be more successful in their roles. As an Affiliate of the Centre of Leadership Studies at the University of Exeter, he brings both a practical and leading edge focus to his clients.

Professional Memberships

Member, European Mentoring & Coaching Council (EMCC)

Affiliate, British Psychological Society Special Interest Group in Coaching Psychology

Affiliate of the Centre for Leadership Studies, University of Exeter

Professional & Academic Qualifications

MSc in Coaching & Development awarded with Merit accredited by the University of Portsmouth. His dissertation considered how transformational coaching shifts managers into leaders.

MBA awarded with Distinction from the University of Aston. Awarded ‘Top of Class’. Baz specialised in Strategic and International Marketing and Finance.

British Psychological Society Level A, B and B+ accredited to facilitate various psychometric tools.

Key areas of specialisation:

- ✦ Developing ‘post-heroic’ leaders who can be impactful and facilitate real change in the ‘moment’
- ✦ Building resilient leaders who lead in uncertain times
- ✦ Developing Boards and senior management teams

Coaching Experience

Baz has well over 2,000 hours of coaching experience in private, public and third sector organisations. He coaches a broad range of leaders from Chief Executives, Chairs and Executive Directors from a wide range of organisations. Baz also coaches and develops senior teams and Boards.

He has worked across the NHS and other well known clients include the RNLI as well as multi-nationals businesses such as BP, Virgin Media, Npower and BT.

TO FIND OUT MORE

Please contact Starr Performance by calling **01460 239143** or by emailing **info@starr-performance.co.uk**

The website, **www.starr-performance.co.uk** contains more information on what we do at Starr Performance, including testimonials and case studies from satisfied clients.