



# Our Approach to Coaching in Details

# Our Approach to Coaching – The Two Areas of Coaching

## Transition Coaching

### What it is:

Transition coaching takes place when an executive is promoted to a key position or when they are sent abroad to a new assignment.

### Our objective:

- To ensure a successful transition to the new role within a 6 months time frame

### Our coaching approach:

- An initial call to determine fit.
- An intervention that ideally starts 3 months before the transition and lasts from 3 to 6 months post transition
- An initial meeting or call with the coachee and new boss to understand key challenges
- Develop a clear 90-day transition plan
- Targeted coaching on behavior under pressure (derailment tendencies), approach to a new job, organization of a new team, etc.
- Calls or meetings every two weeks for the first 3 months to prepare the individual for the change
- Calls or meeting every two weeks for 3 to 6 months after new role assignment to ensure a smooth transition

### How we measure results:

- Successful transition in the new role
- After Action Review with coachee
- A conversation with the new boss

## Development Coaching

### What it is:

Development coaching takes place when a leader is already effective and seeks to improve his or her ability to lead.

### Our objective:

- To provide tailor-made help and development to help coachee improve leadership skills and competencies
- Change behavioral patterns (if required)

### Our coaching approach:

- An initial call to determine fit
- An intervention lasting between 6 months and 1 year
- An Initial meeting or call with the coachee and new boss to determine needs
- Personality test/360 feedback to help understand areas of potential strengths and weaknesses
- A clearly crafted Individual Development Plan (IDP)
- Targeted coaching on elements of the development plan
- Calls or meetings every two weeks for the entire coaching period

### Measurement:

- After Action Review with coachee
- A 3-way Conversation with boss if applicable
- Online survey of coachee
- Mini-survey on behavioral change if applicable

# Our Approach to Coaching – Meetings and Measurement

## Coaching Meetings

### Prior to coaching meetings

Review notes from last meeting, including key points, assignments, on-going issues and progress, against goals and agenda

### During the coaching meeting

- Review agenda and clarify if new items should be added
- Listen to coachee, paraphrase, ask questions to clarify thinking styles, assumptions, and 'background noise' that lead the individual to behave or think in any particular way
- Bring awareness in a non-judgmental way
- Assist in the determination of change goals and to help in the identification of priority actions to ensure these are met
- Offer ideas and suggestions when the individual may be stuck and in need of some creative thinking
- Operate in a reinforcing relationship to ensure responsibility and accountability for goals and actions

### After the coaching meeting

- Send note to coachee recapping key points and providing reading, tools, links etc. to help coachee explore concepts and ideas discussed in meeting.
- Set agenda for next call
- Reminder on assignment if any

## Measurement in Detail

### For transition coaching

At the end of the coaching process, there will be a conversation with the coachee and her direct supervisor to confirm that the person has successfully transitioned.

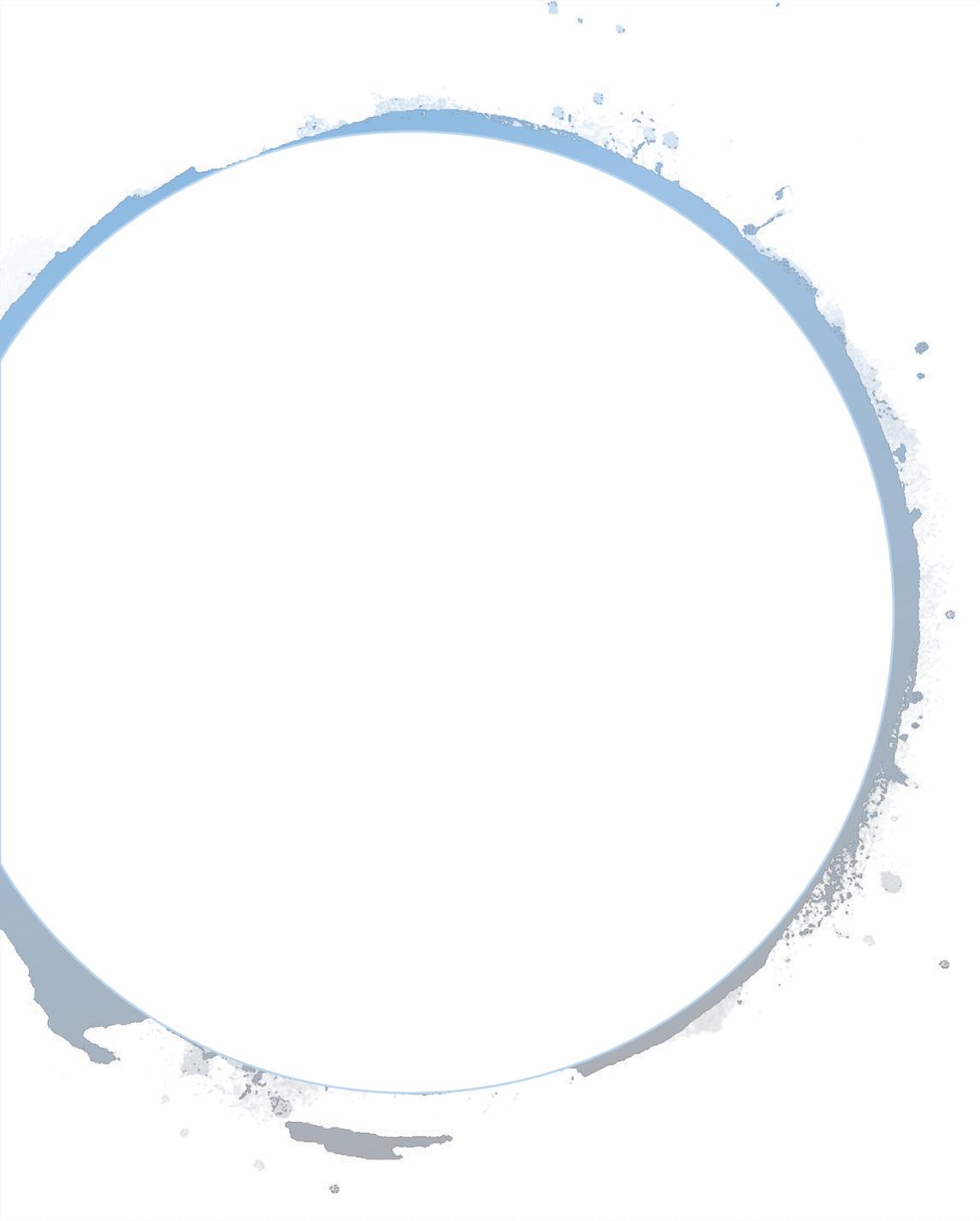
Coachee will also have a discussion with the coach to review the coaching and lessons learned during the transition period.

Coachee will also discuss an After-Action Review (AAR) with the coach to determine what went well and what did not during the coaching intervention. This is about the coach and the coaching process and not about the coachee.

### For Development Coaching

At the end of the coaching period a number of measurement methods may be used.

- If the focus of the coaching was behavioral change, we will do an on-line survey of coaches' direct reports at the half way point of the coaching and repeat at the end of the coaching process.
- We also do an online survey where the coachee assesses results and their own behavioral changes
- We may also do an After-Action Review with the coachee
- We may also do three-way conversation with the coachee's direct boss



# Why We Coach?

We coach senior executives because

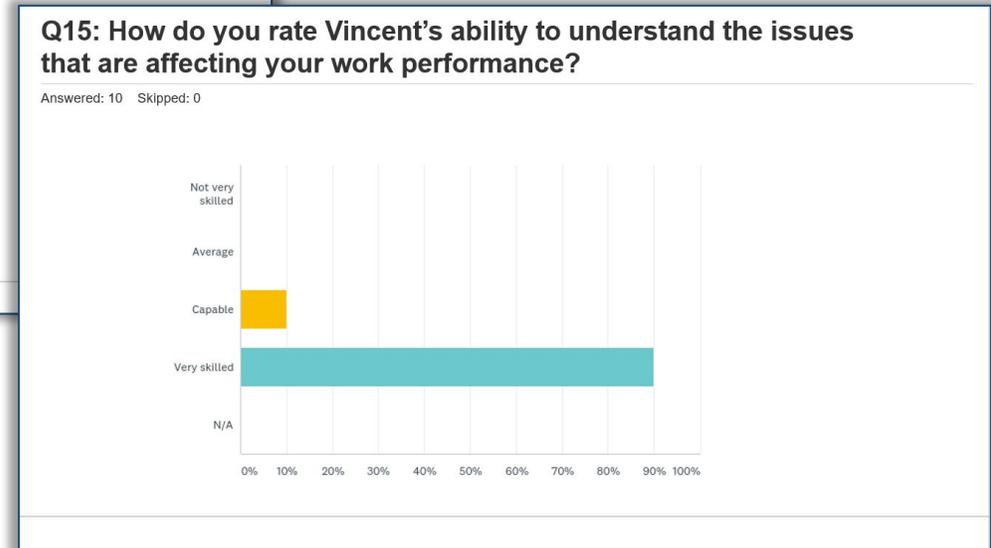
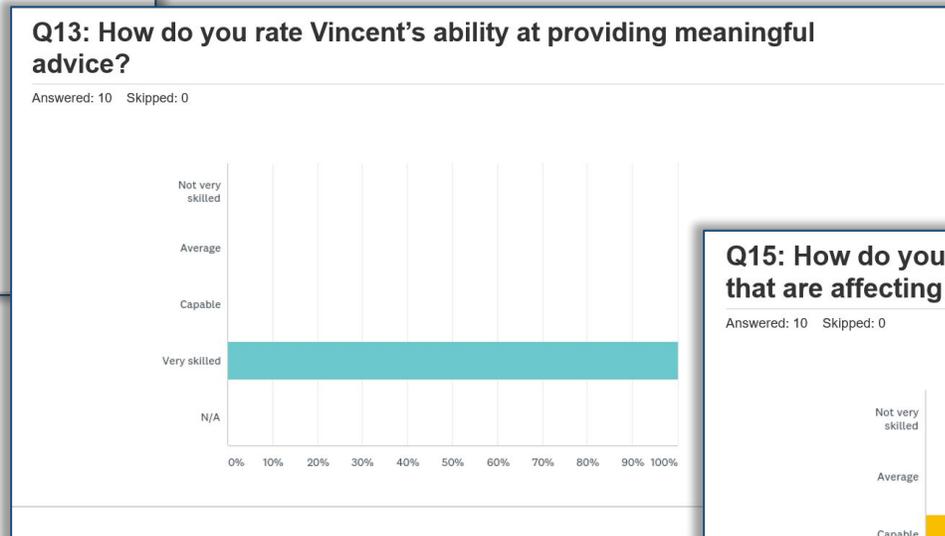
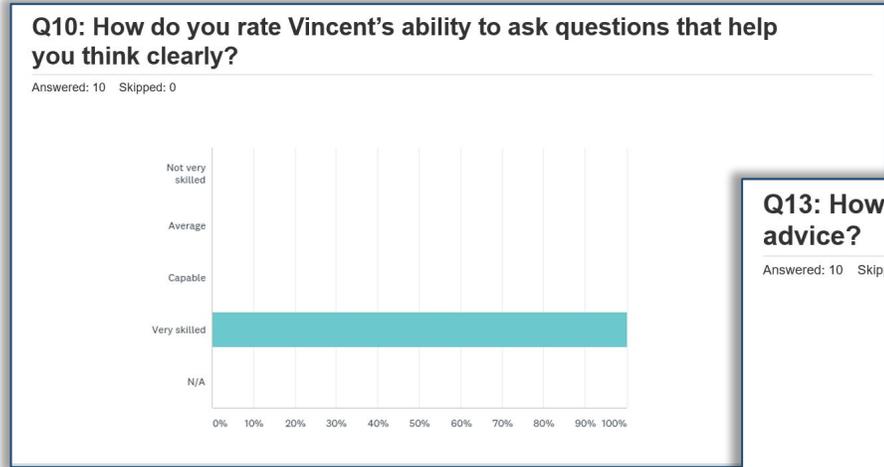
- We are experienced leaders who have ourselves benefitted from coaching over the years. Coaching enables us to give something back. One of the key functions of leadership is to create more leaders – coaching helps us do that.
- It exposes us to a wide array of problems in all sectors of industry. We learn from our coachees, and ideas they spark in us are used to help others. This cross fertilisation of ideas is an important part of our wide ranging coaching practice.
- We find coaching immensely intellectually stimulating. This is enhanced by our practice of working across time zones and cross culturally. No two issues are ever the same.
- Coaching informs our work with CEOs and their teams and vice versa. We are renowned for our ability to run effective workshops and an effective coaching practice. That is our business, and we are lucky enough to be making our living by doing what we are good at, and by doing what we love.

# We Follow the ICF's 11 Core Competencies

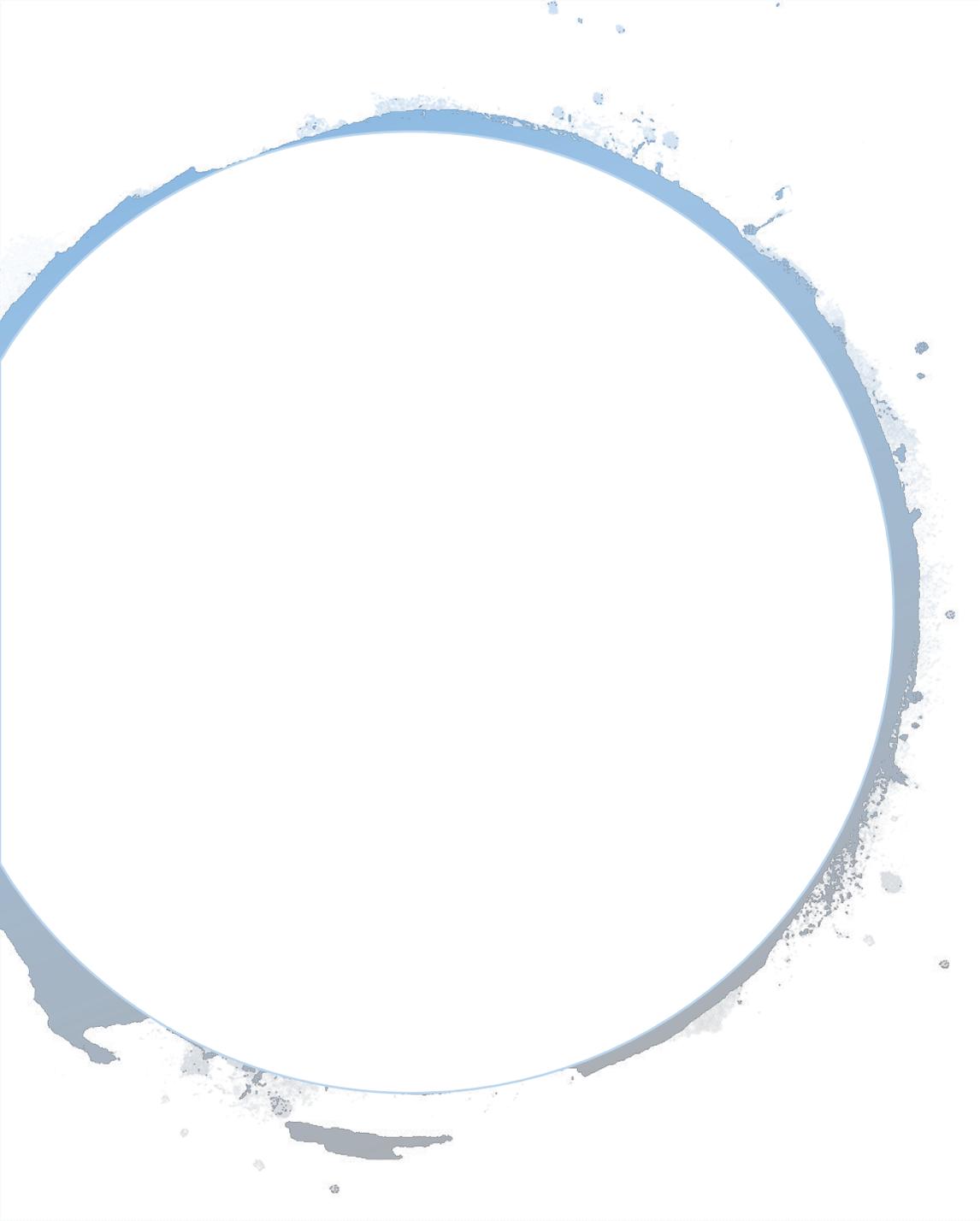
- A. Setting the Foundation
  - 1. Meeting Ethical Guidelines and Professional Standards
  - 2. Establishing the Coaching Agreement
- B. Co-Creating the Relationship
  - 3. Establishing Trust and Intimacy with the Client
  - 4. Coaching Presence
- D. Communicating Effectively
  - 5. Active Listening
  - 6. Powerful Questioning
  - 7. Direct Communication
- E. Facilitating Learning and Results
  - 8. Creating Awareness
  - 9. Designing Actions
  - 10. Planning and Goal Setting
  - 11. Managing Progress and Accountability



# Our Approach to Coaching – Sample Outcomes



<https://www.surveymonkey.com/r/ILENDOFCOACHINGSURVEY>



# Our Approach to Coaching – Defining Success

For Insight, coaching success means two key outcomes:

1. The coachee received demonstrable value out of the coaching
  - Success in new role
  - Behavioral change
  - Confirmation of success from boss/direct reports/peers
2. The coachee is actively recommending the coach

# Quotes

## About Vincent

“The year 2011 was one of the most successful years I have had with the company and the coaching has definitely contributed to that. Thanks, Vince.”

“Communication improved... and I hope motivation levels as well... results wise, big measurable improvements for the brand and business.”

“He is always very attentive during coaching sessions - you feel that he is 100% dedicated to you.”

“I have enjoyed working with Vincent because I know that I can trust him to treat all the information I give him confidentially, and is non-judgmental. He uses the information to understand me as a person and is therefore in a better position to help me. He is very good at helping me understand the same issue from another person's perspective, something I'm not very good at. He also calms me down by breaking down the situation in a very rational manner. Most importantly I always reflect on what he has told me even though it may not manifest in my behavior. I wish I had gone through this process 10 years earlier, and [I'm] very thankful for all the help I have received.”

“I have found the coaching progress to be very fruitful. It occurred during a particularly stressful time - professionally and personally - and I believe it helped me develop as a manager and leader”

## About Dominic

“I can honestly say that the transition was perfect for me. Dominic's support was crucial, his approach of asking excellent questions stretched me and clarified my thinking. It gave me the confidence to succeed.”

“I always enjoy my sessions with Dominic. He combines deep knowledge and humility to great effect. I came away from every session feeling energised and ready to face the challenges my role involves.”

“Anybody who gets Dominic as their coach has lucked in. His extremely wide experience of practical leadership, coupled with his superbly supportive approach makes him a pleasure to work with as your coach.”

“The thing that has struck me about having Dominic as my coach is how much I have enjoyed our calls. He asks tough questions, and you end up feeling as though your mind has had a hard session in the gym, but when you finish a call with him you always feel as though it was time very well spent.”

“Thank you, Dominic. People like you make individuals better people and above all, better leaders.”

# Dominic Brittain

Dominic has over thirty years' practical leadership experience in extreme situations. By the end of his bomb disposal service in 2011, he had personally defused well over a thousand explosive devices on dry land and underwater. These ranged from complex Improvised Explosive Devices (IEDs) to large wartime bombs.

In addition to his operational role, he commanded the bomb-disposal unit in Hong Kong, at the strategic level, for 13 years. The Hong Kong bomb disposal bureau is widely regarded as one of the finest such units in the world. Over his last two decades of service, he was responsible for training and developing an entire generation of bomb-disposal leaders, from countries across the world.

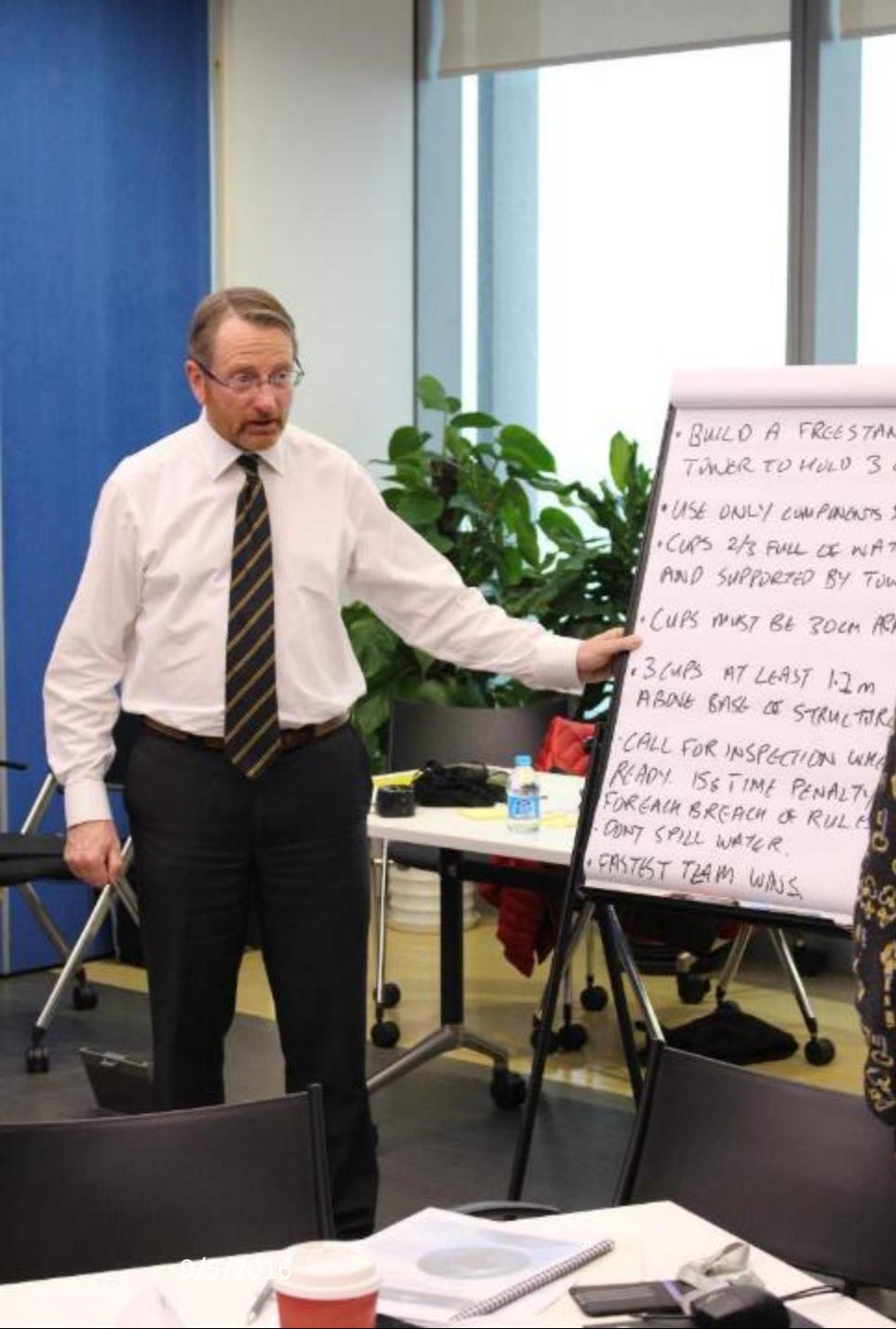
During his last ten years' service, he also chaired the group which coordinated the response to Chemical, Biological, Radiological and Nuclear (CBRN) incidents. As the founding Chairman, Dominic defined the strategic intent, planned the response, obtained Ministerial approval and implemented the concept. Implementation involved leading over 40,000 staff, drawn from nine government departments. Under Dominic's chairmanship, the work of this group became an international standard for the strategic approach and tactical response to CBRN incidents.

Since 2007, Dominic has worked as a command consultant and business speaker. He draws on his extensive experience of command and leadership, at the strategic, operational and tactical levels, to help build effective teams and to further develop the innate leadership potential of senior executives. His core philosophy is that good leadership is based on sound thinking, is unique to each individual leader and is largely common sense; while good teamwork is based on trust and clear communication. However, the relentless need to get results and meet deadlines can make these important things easy to forget.

Dominic has extensive experience of forging teams and of helping people to think clearly, both under extreme pressure. He uses this, through workshops and individual coaching, to show leaders how to effectively and consistently think strategically, inspire others, and to build strong teams - even when the pressure is intense. He abhors management terms and jargon, preferring to reinforce people's understanding through clear thinking, humility and enthusiasm. He believes in the importance of humor - but as well as the sound of laughter, he also aims for that characteristic, deep silence which shows that the individual or group is thinking.

In 2014 Dominic designed and developed an online test to measure the cognitive biases of senior executives. Since then he has delivered workshops to clients worldwide helping them to clarify their strategic thinking through understanding and mitigating the effects of their cognitive biases.

His engagements take him to every continent except Antarctica. His broad experience of working with executives from diverse cultural backgrounds helps keep his perspective fresh and topical. As a result, clients from around the world report that their people are more focused and inspired after working with Dominic, which leads to both better performance and better retention of key staff.





# Vincent Gauthier

Vincent is a founder and Director of Insight Leadership Consulting Limited in Hong Kong, and Insight Leadership Inc. in Montréal, Canada. He lived in Hong Kong for ten years after living in Shanghai from 1995 to 2000. Prior to opening his own companies, Vincent worked 12 years for global human resource consulting firm, Hewitt Associates (now called Aon Hewitt), where he held a number of positions culminating with Vincent holding the Hong Kong General Manager position.

For the past 23 years Vincent has been travelling the world advising, coaching and developing leaders in multinational companies. He has trained thousands of managers on the art of leadership and the science of management. Over the last 10 years, he has developed multiple senior leadership development programs in partnership with Mr. Dominic Brittain. These programs are multi-faceted leadership development programs based on Mr. Brittain's 30 years of experience leading elite bomb disposal units and Vincent's extensive experience in the corporate world.

In his coaching work, Vincent helps leaders improve performance, successfully manage career transition and relocations, and change behaviors. His coaching clients include CEOs, MDs and managers in senior positions.

In his spare time, Vincent does voluntary work for Montreal Inc. Montreal Inc. is a non-profit company helping young entrepreneurs with start-up grants, mentorship and advice. Vincent also does pro-bono work with young entrepreneurs in the Montreal area.

Vincent is a Certified Human Resource Professional and member of the Ordre des Conseillers en Ressources Humaine Agrees. He is also certified in the use of the following instruments: Hogan, Facet5, LSI.

Vincent has an MA in International Affairs from The George Washington University in Washington DC and a BA in Chinese Studies from the University of California at San Diego. Vincent is fluent in English, Mandarin, French and Italian. Vincent now lives with his wife, two children and a dog in Montreal Canada where he is from.