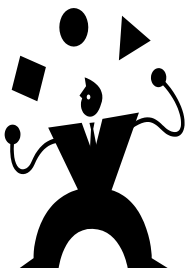


Insight Five

Planning the coaching

Like any change programme you need to do a bit of planning before plunging in: setting the boundaries to keep focus and thinking about relationships and constraints.



Trevor is a high energy, 'everything is possible' type of individual who was recently promoted to a board position. Much of the early stage of coaching was getting him to recognize that he regularly took too much on and then failed to deliver fully. Once he accepted this, he worked out what the 'game changers' and priority actions needed to be – and what things he had neither the authority nor ability to change. He also came to realise that he had to work within the board team before he could enact his change plan (and have a Plan B if he didn't get acceptance). This all coalesced into his plan for the first 180 days in the new role.

Margaret is a director who was moving into a more senior role with challenging political and IR dimensions. Her normal response would have been to plunge in and work all hours to get on top of the job. In the weeks before taking up the role she worked with her coach to identify – and evaluate – all the critical relationships she would need to manage to achieve success. She turned this into a plan of action for the first two months. In the process, she discovered that building these one-to-one relationships implied being utterly ruthless about attending committee meetings and events that sucked up precious time and energy.

