



How Coaching Works

Coaching – fulfilling the unspoken psychological contract!

Neil Espin Director of CECO and a professional corporate and executive coach, has a work/life philosophy that this life is finite and through coaching people can learn to get the most out of it. Employers too, are recognising that if professional/ personal needs are not being met, people will go elsewhere for work. The benefits of coaching are mutual and multi level, by both meeting the individual's personal needs and also bringing out the huge untapped performance potential in people.

The Corporate & Executive Coaching Organisation Limited (CECO) is a specialist executive coaching, group coaching and coach training provider. CECO was set up to raise the level of professional and personal development through the coaching of people inside organisations. CECO has a strong strategic alliance with The Coaching Academy, Europe's largest and most experienced coach training school through which CECO is the only organisation able to offer Coaching Academy recognised corporate coach training.



*Neil & Vicki Espin
Founding Co-Directors of CECO Ltd*

What is Coaching?

CECO describe coaching as a powerful, collaborative relationship between a coach and a willing individual. During the process increased clarity on specific issues, goal setting and action planning lead to the achievement of extraordinary yet tangible business and personal results. Its benefits are multi-level and unlimited and there is hard data as well as anecdotal evidence to back that up.

Co-founder, Neil Espin, believes that there is a fundamental change happening inside organisations. "People are becoming more emotionally aware and this will only continue to mount and spread. People want more than second best, they want to work for learning organisations that help them to grow and flourish."

CECO's work with organisations covers five key areas of coaching development, performance, leadership, change, culture and teams as well as 1-1 personal coaching for business leaders. When contracting with organisations, Neil is very clear up front about the impact of coaching, because effective coaching removes any barriers which might previously have prevented people from achieving their full potential, which once realised will raise the expectations of the staff and in turn their expectations of the employer. Neil believes that it is also important to spend time up front becoming clear about the organisation's key measures of success for the coaching programme. That way, it is easy to evaluate the success during and after the coaching and the longer term impact into the future

Co-Director of CECO Vicki Espin explains "Coaching is a totally results-oriented approach. However, it is a completely different skill area from those of training, mentoring, counselling or consulting, in that it helps people to achieve their goals by using their own skill, experience and know how. The result is that goals are not only driven down through the organisation, but also back up again by motivated, focused people at every level."

CECO's Approach

An effective coach provides an independent pair of ears with whom an individual can talk about the things they cannot talk about with other people inside the organisation. Britannia Building Society's group finance director Phil Lee is clear about the benefits "It's given me thinking time and with someone smart enough (Vicki) to ask the right questions. It's been very valuable and I've no doubt that I'm a better manager as a consequence."

Some ground rules need to exist between the all parties involved. Usually the sponsor from within the organisation, the coach and the individual coaching clients:-

- ◆ The sponsor will not get specific feedback as the sessions are confidential, however any trends identified by the coach will be fed back to the organisation, with the full knowledge of individuals
- ◆ The coach's role is to support and challenge the individual to perform at a higher level and Neil is very clear about this, his philosophy is;
 - People are fundamentally capable
 - No matter how people currently perform they have the ability to perform even better
 - People are their own best resource
 - People are not their current behaviour
 - A coach is non-judgemental
- ◆ The individual's decision to have coaching is vital to its success
- ◆ The coach and individual sign a contract to be clear about the terms of their relationship, trust and confidentiality.

How does a coaching relationship work?

The first discussion tends to last for 2 hours and over the next 90 – 100 working days, regular one-hour coaching discussions take place to make an initial impact and then both coach and coachee review the situation. Neil believes that the longer the coaching relationships last the greater the tendency for them to lose impact and focus.

The powerful coaching framework used by CECO is the GROW Model. Used by an experienced coach people are challenged to explore areas which can potentially inhibit their performance at work.

Neil believes that encouraging people's self-belief comes from reinforcing the 98% of things that people get right and ignoring the 2% they get wrong. People's negative beliefs are very powerful and so challenging those with respect is an important part of the coach's role.

Benefits of coaching

The coach asks for feedback at the end of each discussion and also conducts a review with each individual half way through the coaching discussions and again at the end. A summary report is used to capture what the person has achieved through coaching and this is compared to the goals set at the beginning. Where there is a number of people in the same organisation being coached the coach is able to identify common organisational themes which are also fed back.

As testimony to the power of coaching examples of information CECO have gathered from sponsors and participants include:-

- ◆ "I achieved my monthly revenue target in 2 weeks following my first coaching session"
- ◆ "The individual had not achieved target for some time is now of 108% of target, earned performance bonus for the first time in a long time following coaching"
- ◆ "The change in attitude from individuals is outstanding - 233% of plan to date"
- ◆ "This is the first time we have hit business plans for 12 months"
- ◆ "My work/life balance is now in order"
- ◆ "The team improved sales by over 100% in the last 2 months"
- ◆ "The division is on plan for the revenue and the service levels have exceeded target for the last 2 months in a row"

Neil & Vicki Espin

Two of only eleven Global Fellows of The Coaching Academy, Vicki is Course Director and Director of Coach Development, and Neil is Coach, Platform Speaker and Director of Corporate Coaching for The Academy.

Neil & Vicki have almost 30 years of coaching experience between them, working mainly at senior levels within their client companies.

Neil and Vicki became passionate about coaching when in 1990 they attended a programme based on Tim Gallwey's Inner Game Techniques programme. The Inner Game explains how people can be most effective in learning, gaining experience, and achieving higher performance by switching off the critical stream of commentary that flows in someone's head.

At the time, coaching was seen as something nice to have rather than a value added development process. However Neil and Vicki continued to build their business through coaching forward thinking organisations. They realised coaching was going to 'take off' in the UK when, in 1998, Vicki went to see coaching guru Laura Berman Fortgang at a sell out event which attracted several hundred people. Neil and Vicki are committed to lifelong learning and they are both specialists in Transactional Analysis and the work of Eric Berne.