

*Business Purpose: To realise everyday coaching requirements.*

## **So why do we need coaching?**

*To enable people to cope with change  
To empower people to make things happen  
To increase individual and team competence  
To continually improve  
and*

*To create a culture where our people develop themselves and develop others*

### **To prepare someone**

- for promotion which will involve more customer contact
- for promotion which will involve team management
- for promotion which will make them a director for the first time
- for promotion which will make them a managing director for the first time
- to lead a project and maintain the company's reputation
- to lead a project and regain the company's reputation
- to take over a project and maintain the company's reputation
- to take over a project and regain the company's reputation

### **To develop**

- a manager to channel her anger in ways that stimulate rather than intimidate
- a manager who has been passed over for promotion but has potential
- a team leader to assert his view rather than give way to another's
- a team leader who has good ideas but doesn't cope well with criticism
- a director whose ego is causing difficulties among his colleagues
- an experienced manager who has run out of ideas and is jaded
- an experienced director who believes she has skills which her performance shows are lacking
- a dysfunctional team

### **To support**

- someone working through a disciplinary process
- a supervisor who has been successfully challenged by a member of staff at a disciplinary hearing and must now make progress
- a director returning from long term illness
- a manager who has been transferred to a new department to take on a team which is underperforming
- a new team leader whose team contains a strong character who does not believe the right person has been promoted
- an experienced manager in danger of burn out
- a new manager whose team is failing to meet agreed targets

### **To achieve potential**

- in a 'net gen' junior manager who has agreed to mentor a director
- an experienced manager who has to face the media following errors
- a director whose enthusiasm clouds his judgement
- a manager who hasn't dealt with different cultures before
- an introvert managing extroverts
- an individual whose confidence has been knocked
- a new manager whose team has newly been established
- a new director who has been fast tracked to senior management and who needs to gain the respect of senior managers
- to advance interpersonal skills so that knowledge and expertise can be shared more successfully