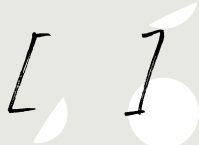




Coaching

Contents

Why coaching?	3
Coaching at Hult EF	4
Our coaching solutions:	6
One-to-one Coaching: Personalized coaching for individuals	8
Mentoring: Guidance from a trusted expert	10
Team Coaching: Reflecting together to grow	12
Coaching Culture Workshop: Fostering a leader-as-coach mindset	14
Coaching Supervision & Continuing Professional Development	16
How our coaching works	18
Measuring impact	20
Get started through our coaching platform	22



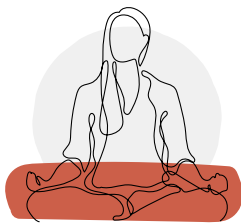
Why coaching?

Time and space to talk, reflect and grow.

Coaching is recognized as the most powerful aid to accelerating leadership and management performance. It's hardly surprising that, when asked, almost 100% of senior executives said they would welcome coaching to enhance their development. But coaching isn't only for senior management, coaching has now been embraced as a professional development tool for everybody in an organization. From high potentials and new managers right the way up to board-level.

At its heart, coaching describes a series of confidential one-to-one conversations with a trusted outsider, to help someone work through challenges they may be experiencing at work, or improve their performance, increase their resilience, or support them in transitioning to a new role. People often want to dig deeper into areas such as their own leadership and management style, or the effectiveness of their relationships with some of their key stakeholders – direct reports, management team, colleagues, and customers – and a coach can help them do that – the list of reasons are extensive and not limited.

As a result, coaches are now common in many of the most successful global organizations for the simple reason that coaching works.



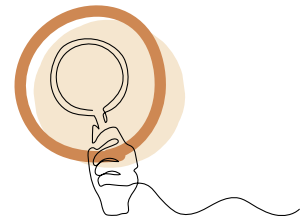
Room to breathe

Away from the daily grind, a leader finds the space – physically, emotionally and mentally – to reflect. This pause gives them the space to seriously consider the mindset they are in and the actions they've taken, and uncover ways they can change course if necessary.



A sounding board

A coaching session is an opportunity to explore new approaches to leadership. Whether as a group or in a 1:1 conversation, it's a chance to talk through potential scenarios and discover outcomes that may come as a pleasant surprise.



Different perspectives

Often, people need to dig deeper into their own strengths and weaknesses, review sensitive issues, like their abilities as a leader. Exploring these topics with an objective observer and professional gives them what they need to transform in themselves and make a positive impact on business.

Coaching at Hult EF

We offer one-to-one coaching, team coaching, mentoring, organization wide workshops and coach supervision for in-house programs. Whatever your coaching needs, we have the solution to support you.

While goals and outcomes of each solution, and even every session, are different, what remains the same is our guiding philosophy: to maximize the potential of the individual, and in turn do the same for organizations.

Our coaches use a proven relational technique, which works at a psychological level to address the root cause of challenges. We believe that people have the answers within them, our coaches simply lead them to create their own lightbulb moments.



Introducing our coaches

Our coaches and coach-supervisors go through an extremely thorough selection process before they can begin working with us. Core requirements include Ashridge or ICF accreditation, 10-15 years of previous business experience at a senior level, training in a range of methods and techniques, continuous development and regular coaching supervision.

Global presence and quality assurance



350+
coaches around
the globe



100%
of coaches
accredited either
through ICF or
Ashridge Centre
for Coaching at
PCC level or higher



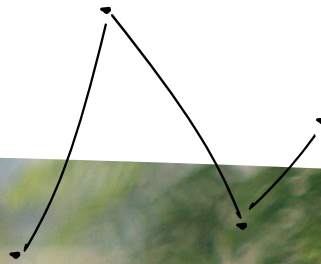
40+
industries
represented



40+
languages



3
free chemistry
meetings
guaranteed, to
ensure impact

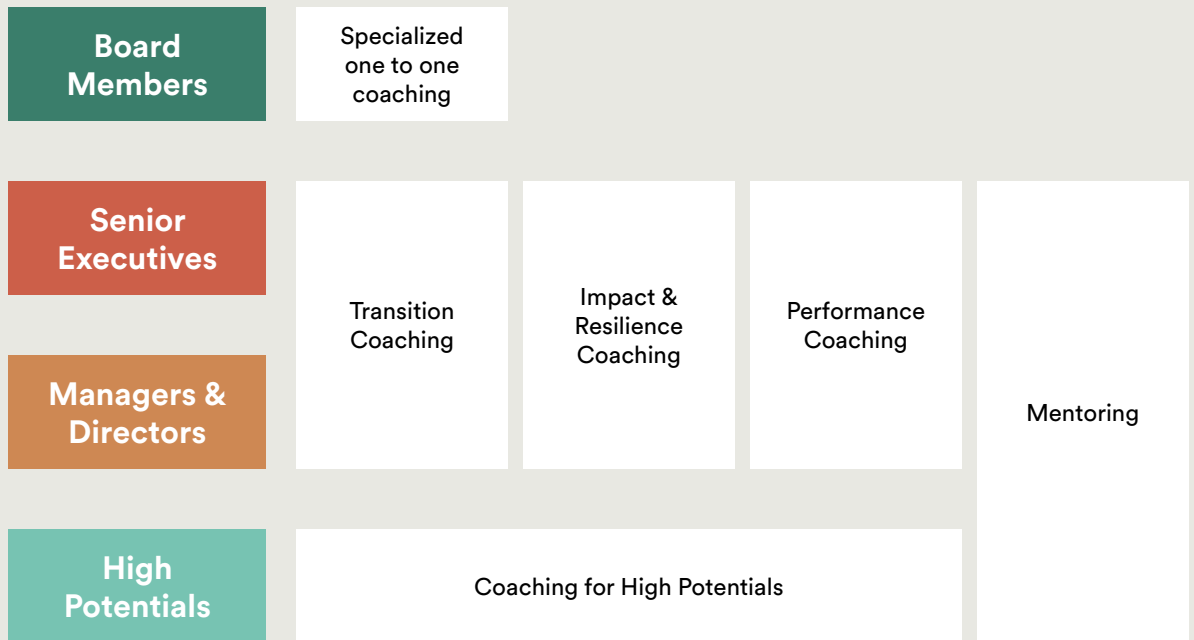


Our coaching solutions

Coaching solutions
for all levels of the
organization

Coaching for individuals

One-to-One Coaching & Mentoring
p8 – p10



For Teams

Team Coaching
p12 – p13

Team Coaching
for Board
Effectiveness

Team Coaching

For the whole organization

Creating a Coaching Culture:
Workshops
p14

Creating a Coaching Culture:
Workshops

Tailored to suit the organization,
typically groups of x20 people

For Coaches

Coaching Supervision &
Continuing Professional
Development
p16

“During my work with Hult EF, my coach has encouraged me to develop my own personal brand and leadership style with confidence. His insights and experience have been highly beneficial with the right level of support and challenge to push my boundaries outside of my comfort zone.”

**Chris Caldwell, Dean of Healthcare Professions,
Health Education England**

One-to-One Coaching:

Personalized development for individuals

Hult EF's one-to-one coaching solution describes a series of confidential conversations with an accredited coach – a trusted outsider – who gives an individual the space and the guidance to reflect on their thoughts, navigate their concerns and rewire patterns of behavior that do not serve them.

Types of coaching

People seek coaching for many different reasons and through our 40 years of experience, we often find that the 'reason' can even change during the coaching engagement itself. Sometimes it's hard to pinpoint what's needed, and that's exactly what a coach is there to support with. To make it easier to identify the right type of one-to-one coaching, we offer several options appropriate to level, and area of challenge, to help guide you and your business.

Board Members

Coaching for Board Members

Being a board member of a company is a significant responsibility. It takes commitment, passion and time to prioritize organizational health above all else. For Chair-persons, Board Directors and Trustees. Whatever your sector, our board-level coaching will support you in your leadership purpose.

High Potentials

Coaching for High Potentials

High potentials are the most important talent assets to any company because they show a glimpse of future leadership. Often a more tailored approach to learning and development is needed to maintain the drive, passion and creativity that is so often displayed by this promising talent group.

Senior Executives

Managers & Directors

Transition Coaching

This coaching is for leaders who are moving out of a role and into a new one – either across or up an organization – and need to ramp up capabilities to adapt to future responsibilities.

Impact & Resilience Coaching

Resilience is the ability to react and adapt to challenges. In this coaching, individuals develop the ability to overcome setbacks at work by practicing processes and behaviors that protect them from stressors. This coaching gives them the space to reflect on the bigger picture and build confidence.

Performance Coaching

Performance coaching, like any coaching, is an on-going process which aims to improve an employee's delivery in the workplace. It's not about intervention, but about providing support, sharing feedback, and encouraging continuous improvement.



Mentoring: Guidance from a trusted expert

Senior
Executives

Managers &
Directors

High
Potentials

Mentoring is a process in which an employee works with an expert from a specific background or discipline to gain a personalized learning experience that directly relates to their situation.

Not only does a mentoring relationship support the development of their skills, it also helps them build the confidence to work through current and future challenges more effectively – bringing greater value to the organization.

Starting with your business

Before mentoring sessions begin, we come together to define the nature and length of the relationship and the expected outcomes. It is important that the goals of the mentoring sessions align with what your organization hopes to achieve.

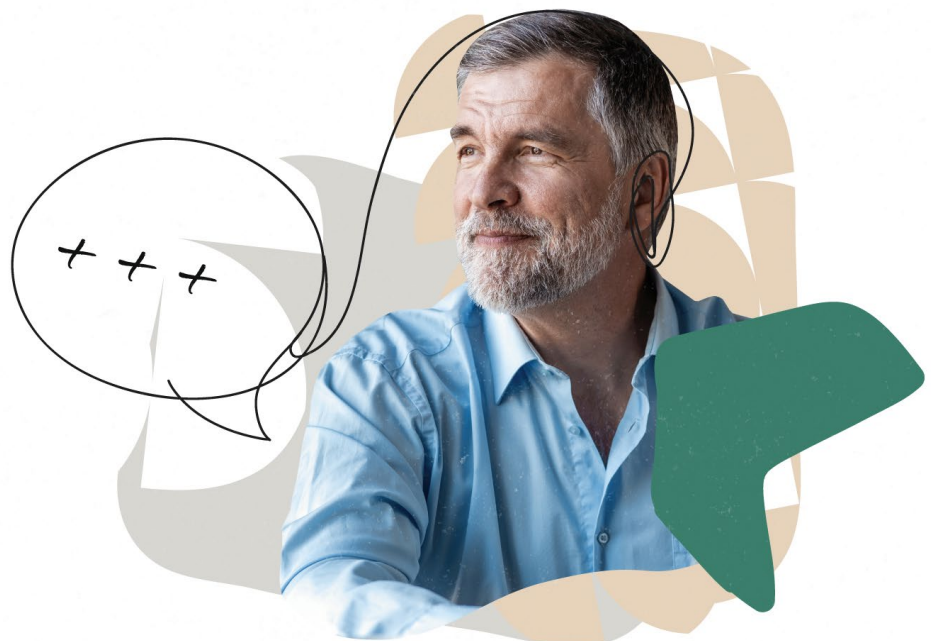
Coaching vs. Mentoring

While coaching is based on the belief that the individual has the answers within them, mentoring involves pairing an expert with a high-potential or manager who looks to them to improve a particular skill or gain industry expertise.

Mentoring is an excellent option for high-potentials or managers who are eager to expand their knowledge and expertise within a particular area and who could benefit from the guidance of a professional with unique firsthand experience.

Why choose mentoring?

Through mentoring, an individual will be empowered to implement ideas and act for themselves, receive support and guidance through a project lifecycle, gain knowledge from an expert who is seasoned in their field and expand their professional network.





Team Coaching: Reflecting together to grow

In a changing work environment where EQ becomes more important and employees bring more of themselves to the office, it can be difficult for teams to achieve their full potential, particularly when they are unaware of hidden biases and how their strengths may balance other's weaknesses. Hult EF's team coaching solution combines group sessions with one-to-one coaching to strengthen teamwork.

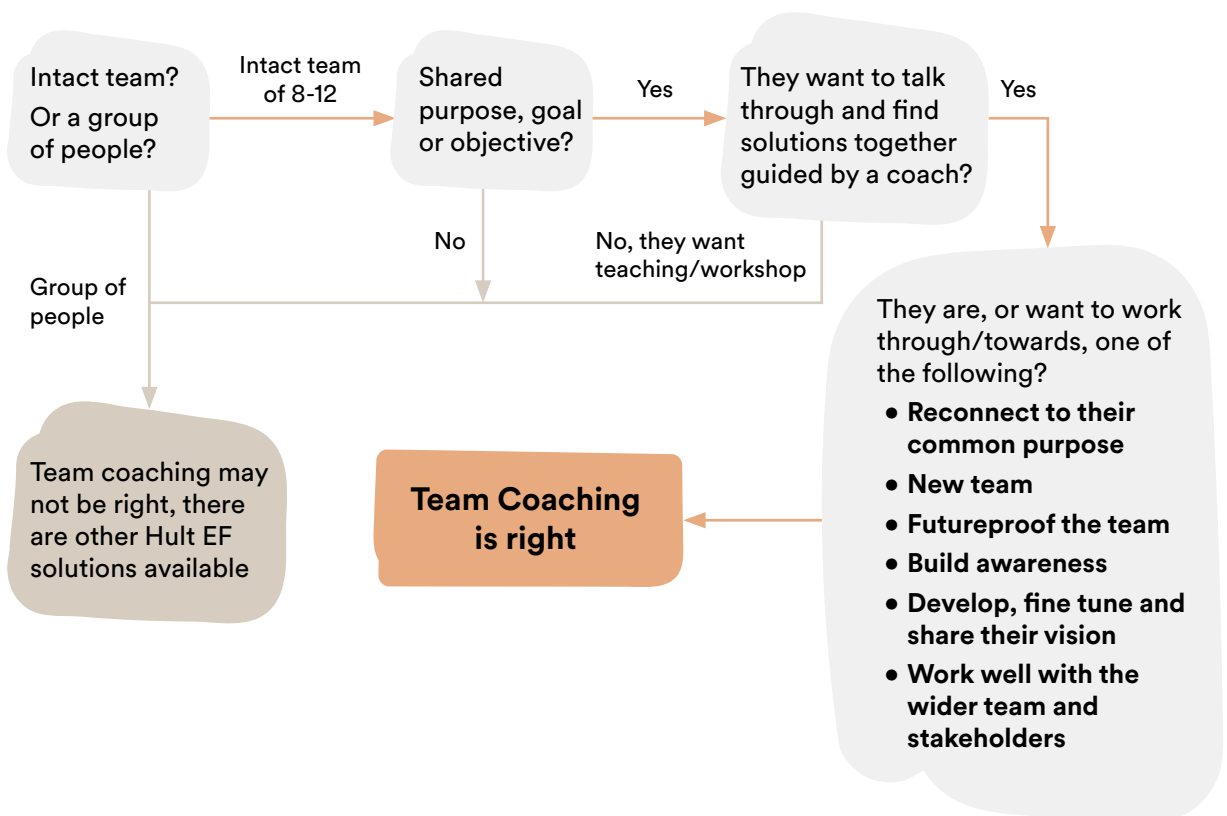
Team Coaching vs. Mediation

Hult EF's Team Coaching solution is different from mediation because our coaches work with the team to explore group dynamics and help individuals work together to meet the challenges that lie ahead. Mediation is when a facilitator or negotiator gets involved to improve collaboration between team members. A skilled team coach inspires and protects effective work flow, connectedness and impact by helping team members "think better together" and reach consensus on their own.

Uncovering answers together

In coaching scenarios, we believe the individuals have the answers within themselves and our expert coaches help team members uncover this insight using various techniques and approaches.

Identifying whether team coaching is right



What kinds of teams?

We support boards, executive management teams and senior leadership teams to help them understand how they relate to each other and to explore what helps or hinders decision making. We offer two different types of team coaching, depending of the level of employee:

Board Members

Team Coaching for board effectiveness

It is common for board members to be leaders of their own functions or departments and only assemble every so often for board meetings or off-site away days. Building trust in this group of people is where transformation really starts. A skilled coach in this scenario will examine the effectiveness of the board to uncover blind spots, bring clarity to the board's leadership purpose and the message they want to bring to the organization, and facilitate delicate conversations between members to build transparency and trust.

Senior Executives

Managers & Directors

High Potentials

Team Coaching for all levels

The job of a team coach is to focus on making the team think better. With this option, a coach will challenge assumptions while raising awareness of patterns and dynamics that do not serve optimal teamwork. They will model real conversations that take different perspectives into account and help team members adopt an "upwards feedback" approach that is known to improve leadership decisions.



Teamwork in action

In a group setting, either face-to-face or virtually, it is the coach's job to focus on helping the team think better together. They do this by creating a safe space and providing both protection and inspiration, connectedness and impact. Ultimately, reflection is the key to building a team that is more united and in turn more effective. The coach will create opportunities for the team to reflect on what is working well for them currently and where their biases and weaknesses are.

"During our team coaching sessions, our coach really helped us to understand our dynamics and work to our strengths more. We came away feeling like we had a much clearer shared purpose. I felt safe in the hands of the experienced coach especially during delicate team discussions. Every team should have team coaching. It was eye-opening."

Senior Manager, Enterprise Tech

Coaching Culture Workshop: Fostering a leader-as-coach mindset

Senior
Executives

Managers &
Directors

High
Potentials

When your employees have the skills and awareness to hold effective coaching conversations, they empower team members to bring the very best of themselves to work and to make long-term contributions to the organization.

This employee-centered solution has been created specifically for organizations who would like support in cultivating an internal coaching culture, starting with a customized coaching skills workshop series.

Workshop topics

While all of our workshops are focused on creating a coaching culture and increasing acceptance of this new kind of work environment, there are other related topics that can be covered. These can include:

- Perceptions and behaviors to raise self-awareness
- Developing interpersonal skills through coaching
- Exploring various working styles
- Enhancing coaching skills

Workshop rundown

Workshops are typically between a half a day and two days in length, and they can be structured as half-day sessions. Between 6 and 20 participants can be accommodated and workshops can be delivered either face-to-face or virtually. There are two focus areas of the workshops:



Attentiveness & active listening

(what the leader notices in a coaching scenario)



Inquisitiveness & questioning

(helping the employee think things through)

Workshop participants practice these skills by engaging in coaching conversations with each other and they receive real-time feedback from the Hult EF coach leading the workshop.

“Riyad Bank is extremely grateful to Hult EF for working as a genuine learning partner, being extremely responsive to group needs, and delivering real personal impact for participants.”

**Commissioning Client Stakeholder,
Riyad Bank**



[]

Coaching Supervision & Continuing Professional Development

For Coaches

In today's fast-paced world, remaining at the cutting edge of techniques means that coaches have to step outside of their bubble to discover new tools and information they can use to better support their coachees. This solution is perfect for those running internal coaching programs in their organization, and need to support their coaches.

Our approach to Coaching Supervision

Sessions with our supervisors give coaches a space for reflection where they can review their work with another professional who has firsthand experience doing what they do. This can take place one-to-one or in small groups. Our supervisors are experienced executive coaches themselves who take on the role of the "more experienced colleague" and promote development through conversation. This relationship is a working alliance where coaches can confidently and confidentially offer an account of their work, reflect on it and receive feedback and guidance to help them improve.

Supporting CPD

Continuing Professional Development, or CPD, refers to ongoing learning for coaches to ensure their coaching meets the best standards. Hult EF offers both refresher trainings as well as theme-based sessions. These help coaches stay up-to-date on best practices while increasing their confidence in a variety of coaching approaches.

Types of supervision

Depending on your coaches' needs, the supervision sessions may fall into one of these categories:



Normative:

Ensuring coaching meets the standards expected of coaches in general



Restorative:

Supports resilience and confidence by providing coaches with a supportive environment to reflect on challenges



Formative:

Developing and enhancing coaching skills by providing coaches with the opportunity to practice and reflect with an experienced professional who can provide insights and additional frameworks

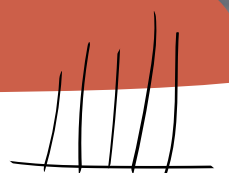


Supervision Groups:

For organizations with large internal coaching programs, we can offer group sessions to accommodate a large number of coaches at the same time.

"I think the opportunity the supervisor provided us with to slow down and reflect on our own practice is invaluable. They were adept at helping us identify the source of our current anxiety and then simplifying the issue so that we could look at it more objectively."

**Coach, Multinational Bank
internal coach program**



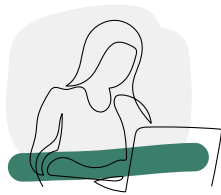
How our coaching works

Coaching is personal, it's about people. It's natural for it to touch on beliefs, self-doubt, mindsets, perspectives, values, behaviours and the persons' life. That's why how we coach is so important.

Our coaches use an approach that works in a relational way and at a psychological level, to address entrenched thoughts, behaviours and emotions holding us back.

But before any coaching can begin, we first need to understand your needs. As part of our initial dialogue, we will understand, in greater detail, the challenges which brought you to find out more about coaching. From there it will be clear how we can support you through coaching. No matter what coaching service you require, you are guaranteed to get the best quality coaching service and impact from us.

A typical coaching journey with us:



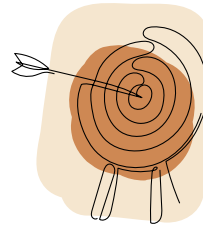
1 Identify initial needs

By completing an online questionnaire or having a conversation with one of our specialists, we can get an idea of what an individual needs from their coach and what you need as a business.



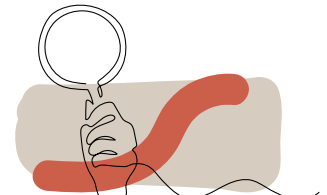
2 Chemistry meetings

High-impact coaching depends on a positive relationship between coach and coachee that is based on chemistry. This plays a vital role in unlocking the full potential of the coaching sessions. After reviewing the profiles of several coaches on our platform, the coachee can schedule three 30-minute chemistry meetings to determine which coach is right for them.



3 Alignment meeting

Before sessions begin, the coachee, the coach and someone from the organization (HR or direct manager) will make sure the coaching is aligned with the business' goals. In the case of team coaching, workshops, or supervision – we consult with you on who best should be in these alignment meetings.



4 Measure impact

To ensure the coaching makes a long-term impact, the coachee(s) will have the opportunity to provide feedback and we check with the employer to assess metrics for retention, engagement and productivity.



Measuring real impact

We understand how critical it is for an organization to see the benefits of their coaching investment as soon as possible.

Being able to gauge the progress of employees is essential. For this reason, we provide a range of regular measures and reports that allow HR professionals and coaching program leads to keep track of coaching progress and emerging themes. Hopefully, this will inform your next Learning & Development strategy.



KPI reports

Data on frequency and duration of coaching sessions



Organizational themes

Insight on trends emerging from coaching sessions (completely confidential)



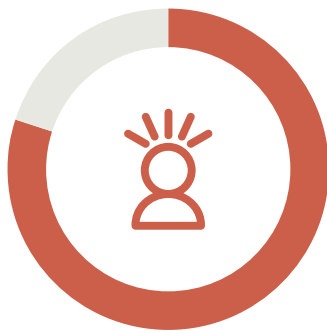
Impact reports

Coachee progress is assessed 3-6 months after coaching has ended



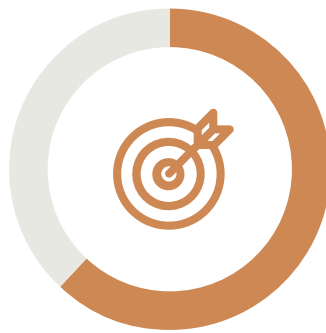
A workplace culture that is built around coaching, learning and development naturally fosters an environment where employees welcome change and feel confident contributing new ideas.

From surveying our own clients, we know that after coaching:



80%

found that their confidence was enhanced



62%

indicated smarter goal-setting



73%

improved their work relationships

This can boost your organization's productivity, retention and top-line revenue. If coaching hasn't been integrated into your company culture, then there is untapped potential that you can begin to access through this tailored solution.

Impact on your organization

Our research conducted with 100 senior executives in Fortune 100 companies revealed that, as a result of executive coaching:

95

Hult EF NPS score

77%

improved relationships

86%

of clients said they got their investment back

92%

of clients judge external coaches as effective

1 in 5

got 50x their investment back

80%

of coachees reported improvement

Get started through our coaching platform

Our coaching platform gives individuals access to our coaching solutions anywhere at any time. It also helps us provide organizations with up-to-date metrics on their employees' progress, goals and development themes.

The coaching platform makes it possible for coachees to:



Browse from 300+ coaches' profiles and set up chemistry calls



Choose a coach, book sessions and send direct messages



Specify a focus area and goals

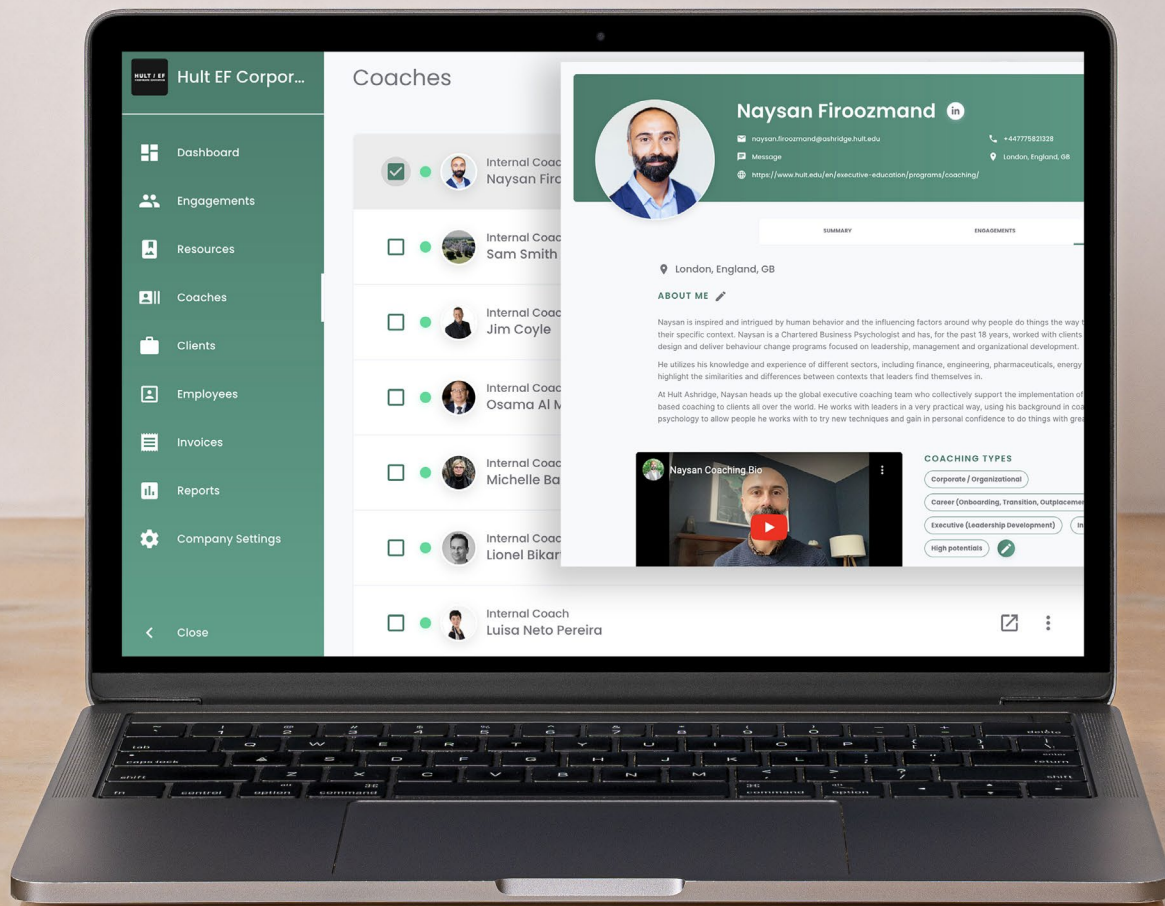


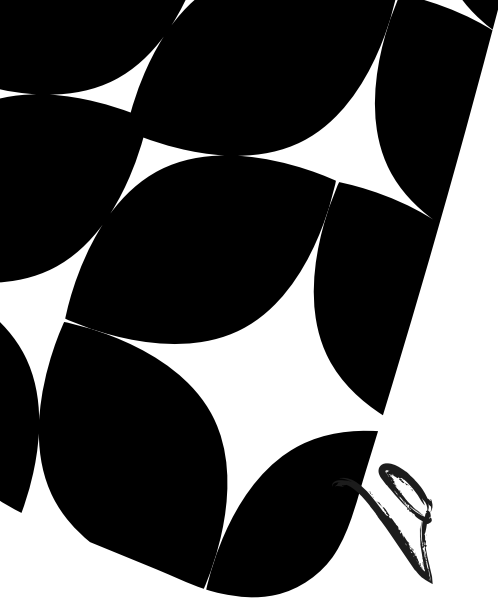
Access resources shared by the coach or organization

“Hult EF has been very accommodating and willing to find a way of working that fits with us. They have done a huge amount of work to understand Google as an organization and to design a program that meets our very specific needs. Diversity and inclusion is an important factor within the culture at Google, and by bringing in a diverse set of faculty Hult EF is role-modelling this.”

Stephanie Conway
Organizational Development Partner EMEA







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Hult EF Corporate Education helps executives develop the skills, attitudes and behaviors they need to be fit for the future. We offer programs across language and intercultural communication, leadership and core business skills.

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We are triple accredited:



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